



Saskatoon Regional Health Authority 2008-2009 Annual Report

To the Minister of Health

HEALTHIEST PEOPLE | HEALTHIEST COMMUNITIES | EXCEPTIONAL SERVICE

TABLE OF CONTENTS

TABLE OF CONTENTS.....	1
LETTER OF TRANSMITTAL.....	2
WHO WE ARE.....	3
VISION, MISSION, VALUES AND STRATEGIC DIRECTIONS	3
OVERVIEW OF REGION SERVICES.....	4
GOVERNANCE AND ORGANIZATION STRUCTURE	5
HEALTH CARE ORGANIZATIONS AND OTHER RELATIONSHIPS.....	8
OUR REGION	11
THE POPULATION OF SASKATOON HEALTH REGION	11
SOCIAL, ECONOMIC AND ENVIRONMENTAL CONDITIONS AFFECTING HEALTH STATUS.....	13
CAUSES OF DEATH, ILLNESS AND DISABILITY	14
HEALTH-RELATED BEHAVIOURS	15
INFECTIOUS DISEASE	16
OTHER COMMUNICABLE DISEASES	18
OUTBREAKS.....	19
TUBERCULOSIS (TB)	20
HEALTH STATUS AND OUTCOME INDICATORS	20
2008-2009 PERFORMANCE RESULTS.....	22
TRANSFORMING THE CARE AND SERVICE EXPERIENCE	22
TRANSFORMING THE WORK EXPERIENCE	29
PARTNERING FOR IMPROVED HEALTH FOR ABORIGINAL PEOPLE	33
BUILDING A SUSTAINABLE, INTEGRATED SYSTEM	34
FOSTERING RESEARCH, LEARNING AND INNOVATION	38
FINANCIAL SUMMARY	39
FUTURE OUTLOOK/ EMERGING ISSUES.....	40
SIGNIFICANT TRENDS.....	40
RISKS	41
ANTICIPATED PERFORMANCE IN THE FUTURE	42
GOVERNANCE AND TRANSPARENCY	44
THE SASKATOON REGIONAL HEALTH AUTHORITY	44
RELATIONSHIPS AND PARTNERSHIPS	45
ACCESSIBILITY, ACCOUNTABILITY AND TRANSPARENCY	45
COMMUNITY ADVISORY NETWORKS	46
PAYEE DISCLOSURE LIST.....	47
MANAGEMENT REPORT	92

The Saskatoon Health Region website address is: www.saskatoonhealthregion.ca



LETTER OF TRANSMITTAL

July 23, 2009

Honourable Don McMorris
Minister of Health
Room 302
Legislative Building
2405 Legislative Drive
Regina, Saskatchewan
CANADA S4S 0B3

Dear Minister McMorris:

The Saskatoon Regional Health Authority is pleased to provide you and the residents of the Health Region with its 2008-09 annual report. This report provides the audited financial statements and outlines activities and accomplishments of the region for the year ended March 31, 2009.

I appreciate the appointment as Chair of the Saskatoon Regional Health Authority. It is an interesting time for health care and I look forward to the opportunity of implementing key findings coming forward from the Patient First Review. Over the past year due to your government's commitment to health care, the Saskatoon Regional Health Authority has been able to move forward on a number of much needed capital projects including, among others, the Children's Hospital of Saskatchewan, the Irene and Leslie Dubé Centre for Mental Health, the Humboldt District Health Complex and Oliver Lodge expansion.

In accordance with the requirements of *The Regional Health Services Act* and *The Tabling of Documents Act*, the Saskatoon Regional Health Authority is pleased to submit its 2008-2009 annual report to the Minister.

This report includes the audited financial statements for the year ended March 31, 2009 and also provides information on the performance of the Health Region for that period.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Jim Rhode".

Jim Rhode
Chairperson, Saskatoon Regional Health Authority

WHO WE ARE

Vision, Mission, Values and Strategic Directions

<i>Our Vision:</i>	Healthiest people, healthiest communities, exceptional service.										
<i>Our Mission:</i>	We improve health through excellence and innovation in service, education and research, building on the strengths of our people and partnerships.										
<i>Our Values:</i>	We believe that our daily actions, interactions, and decisions will reflect: <table><tr><td><i>Respect</i></td><td>recognizing that all people and their needs are important</td></tr><tr><td><i>Compassion</i></td><td>caring genuinely for others</td></tr><tr><td><i>Excellence</i></td><td>pursuing quality in all that we do</td></tr><tr><td><i>Stewardship</i></td><td>demonstrating trust and integrity in our responsible use of resources</td></tr><tr><td><i>Collaboration</i></td><td>cultivating and honouring relationships to better serve our communities</td></tr></table>	<i>Respect</i>	recognizing that all people and their needs are important	<i>Compassion</i>	caring genuinely for others	<i>Excellence</i>	pursuing quality in all that we do	<i>Stewardship</i>	demonstrating trust and integrity in our responsible use of resources	<i>Collaboration</i>	cultivating and honouring relationships to better serve our communities
<i>Respect</i>	recognizing that all people and their needs are important										
<i>Compassion</i>	caring genuinely for others										
<i>Excellence</i>	pursuing quality in all that we do										
<i>Stewardship</i>	demonstrating trust and integrity in our responsible use of resources										
<i>Collaboration</i>	cultivating and honouring relationships to better serve our communities										
<i>Strategic Directions</i>	Transforming the Care and Service Experience Transforming the Work Experience Partnering for Improved Health for Aboriginal People Building a Sustainable Integrated System Fostering Research, Learning, and Innovation										

The Saskatoon Health Region is committed to achieving our vision through changes that move us forward in the strategic directions set out in the 2007-2010 Health Region Strategic Plan (published on http://www.saskatoonhealthRegion.ca/about_us/strategic_home.htm). In 2008-09, we continued to implement these initiatives and our progress is described in this report.

Our values are reflected in our decisions, behaviours and actions. Our choices as individuals and as an organization make a difference to the efficiency, effectiveness, quality, safety and outcomes of the services provided. A positive attitude and a commitment to working in partnership with others create an environment where people feel safe and welcomed, can learn and grow, and have opportunities to contribute in innovative ways. This directly plays a part in building a more responsive system that puts patients, residents, clients and families at the centre of their care. A healthy workplace and service excellence leads to a fulfilling work experience for staff and physicians and to a positive care experience for patients, residents, clients and families.

Overview of Region Services

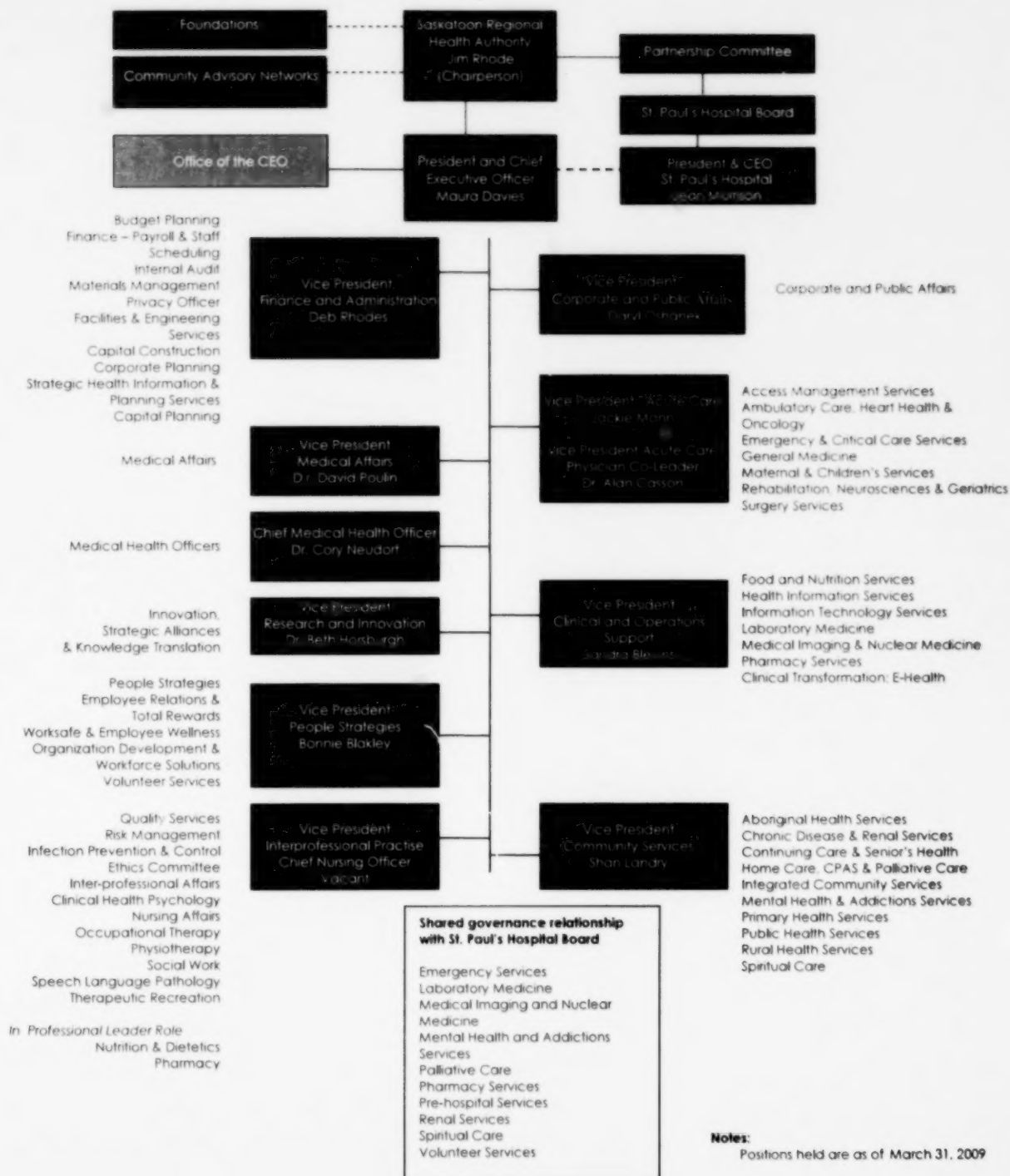
Our Region accounts for 5.25% of Saskatchewan's geographic area and approximately 30% of the province's population. It encompasses 71 communities, 33 whole and 14 partial rural municipalities and 6 First Nations reserves (2 of which are urban reserves). More than 12,000 staff and 834 physicians, supported by an estimated 8,000 volunteers, provide comprehensive health services to over 295,000 residents of the Region. The Region also serves the rest of Saskatchewan, as the provider of provincial and specialized services. In general, over 30% of those who receive day surgery or inpatient hospital services live outside of the Region's geographic boundaries. For some specialized services that proportion can be over 40%.

Our Region provides a comprehensive range of health services in the areas of ambulance, rehabilitation, community, mental health, long-term care and hospital services. These services are delivered in 10 hospitals, 29 long-term care facilities, 12 primary health care sites, 14 public health sites, a variety of community and business locations and in private residences throughout the Region. While many of the facilities are owned and operated by the Region, we also work in partnership with affiliate health care organizations. In addition, the Region enjoys a fully integrated interdependent partnership with St. Paul's Hospital (SPH) that is unique to any other that exists in Canada.

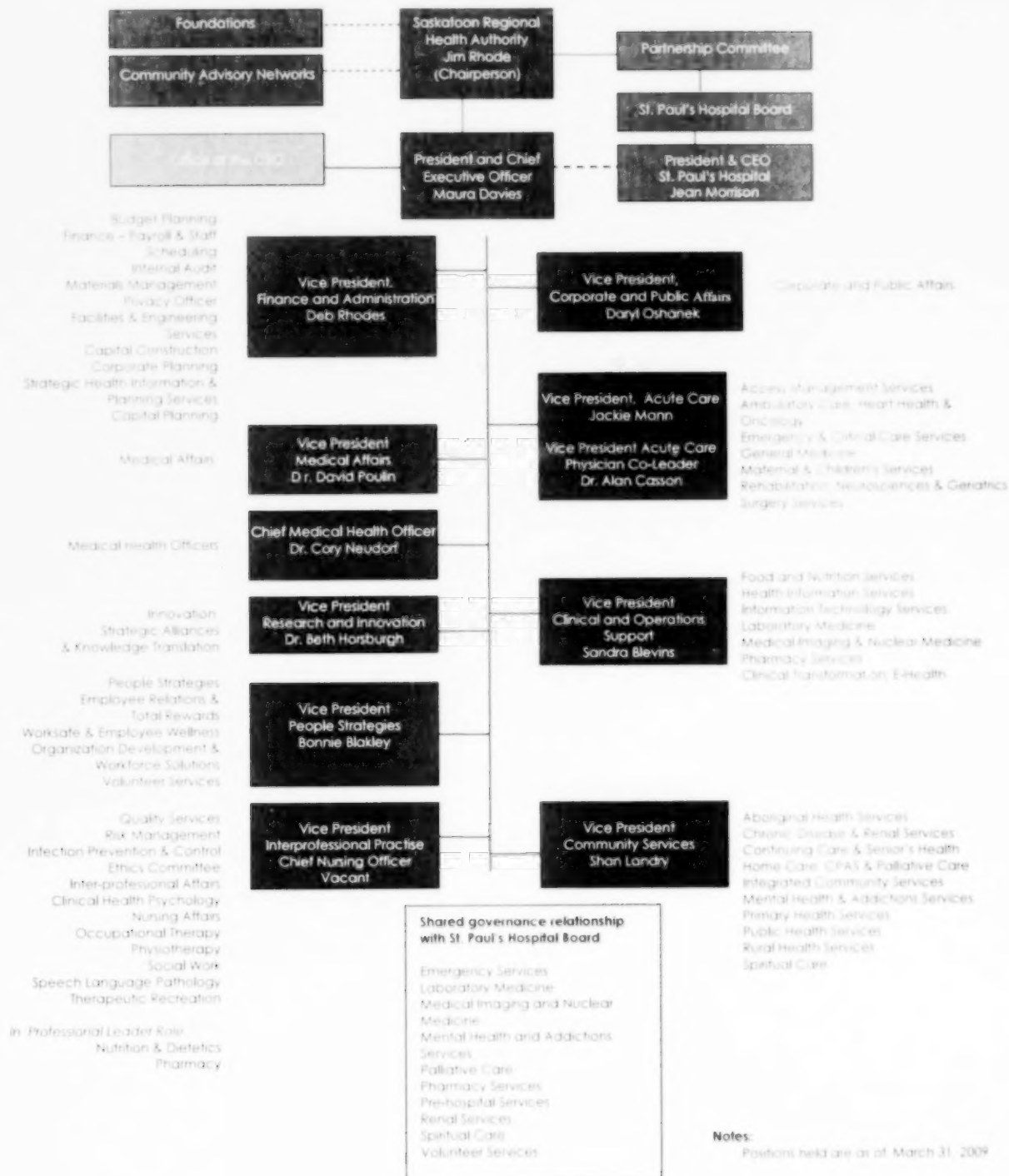
The Region is an academic health care organization with responsibility to facilitate education and research for the benefit of Saskatchewan. This role necessitates a strong interdependent relationship with the University of Saskatchewan (UofS), the Saskatchewan Institute of Applied Science and Technology (SIAST), the First Nations University of Canada (FNUC), the Saskatchewan Indian Institute of Technologies, the Dumont Technical Institute and a variety of other Regional colleges. On an annual basis, the Region provides training opportunities for more than 2,000 health sciences students in addition to students from non-clinical educational programs. Each student may have more than one placement in the Region within a year. Placements vary in length from part of a day to several weeks depending on the education and training to be provided. We estimate that up to 4,000 placements occur in a year.

The facilitation of research and innovation is integral to improving the care and services provided by academic health care organizations. At the end of the 2008-2009 there were 302 research studies in progress within the Region.

Governance and Organization Structure



Governance and Organization Structure



Senior Leadership Team

The members of the executive team, as of March 31, 2009, are listed below.

Maura Davies President & Chief Executive Officer	Jean Morrison President & Chief Executive Officer, St. Paul's Hospital
Vacant Vice President, Interprofessional Practise, Chief Nursing Officer	Dr. Cory Neudorf Chief Medical Health Officer
Jackie Mann Vice President, Acute Care	Dr. Alan Casson Vice President, Acute Care – Physician Co-leader
Sandra Blevins Vice President, Clinical & Operations Support	Daryl Oshanek Vice President, Corporate and Public Affairs
Bonnie Blakley Vice President, People Strategies	Dr. David Poulin Vice President, Medical Affairs
Shan Landry Vice President, Community Services	Deb Rhodes Vice President, Finance and Administration
Beth Horsburgh Associate Vice President Research - Health, and University of Saskatchewan	Vice President Research and Innovation Saskatoon Health Region

Saskatoon Health Region Practitioner Advisory Committee

With the implementation of the new Practitioner Staff Bylaws in April 2007, the Saskatoon Regional Health Authority's Practitioner Advisory Committee (PAC) was established. This Committee acts as an advisor to Dr. David Poulin, the Senior Medical Officer (SMO), with respect to practitioner staff administration, quality care, human resource planning and appointments, re-appointments, termination, suspension, discipline and privileging of members of the practitioner staff. The Committee has representation from various departments and divisions, and from other stakeholders such as the College of Medicine and Saskatoon Regional Medical Association. Effective March 2009, the following were members of the PAC:

Name	Department / Organization
Albritton, William	Dean of Medicine
Bingham, William	Pediatrics
Campbell, Dave	Anesthesiology
Casson, Alan	Surgery
Chernoff, Roy	Family Medicine
Hoepfner, Vern	Medicine
Hohn, Frank	Dentistry/Oral & Maxillofacial Surgery
Kirchgesner, Daniel	Vice President, SRMA
Krahn, John	Laboratory Medicine
Neudorf, Cory	Chief Medical Health Officer
Olatunbosun, Femi	Obstetrics & Gynecology
Popkin, David	Oncology
Rudachyk, Lila	Physical Medicine & Rehabilitation
Shaw, Susan	Adult Critical Care
Stefiuk, Don	President, SRMA
Stempien, James	Emergency Medicine
Tempier, Raymond	Psychiatry
Underhill, James	Ophthalmology
Wiebe, Sheldon	Medical Imaging
Wong, Adelaine	PAIRS Representative
Yelland, Joel	Long Term Care
Administrative Members	Title
Maura Davies	President & CEO – SHR
Dr. David Poulin (PAC Chair)	VP, Medical Affairs
Beth Horsburgh	VP, Research & Innovation
Deb Rhodes	VP, Finance & Administration
Jackie Mann	VP, Acute Care – SHR
Jean Morrison	President & CEO – St. Paul's Hospital
Sandra Blevins	VP, Clinical & Operations Support - SHR
vacant	VP, Inter-professional Practice/CNO

Health Care Organizations and Other Relationships

The Region works closely with a number of affiliated agencies and other health care organizations in providing services and programs to residents of the Region and the province. An affiliate, as defined by **The Regional Health Services Act**, is an operator (other than the Region) of a hospital or a not-for-profit special care home. A health care organization, as defined by the Act, is an affiliate, or an organization prescribed in regulation, that receives funding from a Regional Health Authority (RHA) to provide health services.

The affiliates and health care organizations that received funding through the Region in 2008-2009 are listed in the table below.

Affiliates	Service provided
Bethany Pioneer Village Inc.*	Long-term care services
Circle Drive Special Care Home Inc.*	
Duck Lake and District Nursing Home Inc.*	
Jubilee Residences Inc. (Porteous Lodge)*	Long-term care and day program services
Jubilee Residences Inc. (Stensrud Lodge)*	Long-term care services
Lakeview Pioneer Lodge Inc.*	
Luther Care Communities (Lutheran Sunset Home)*	
Mennonite Nursing Home Inc.*	Long-term care, respite and day program services
Oliver Lodge*	
Saskatoon Convalescent Home*	
Sherbrooke Community Society Inc. (Central Haven Special Care Home)*	Long-term care services
Sherbrooke Community Society Inc. (Sherbrooke Community Centre)*	Long-term care, respite and day program services
Spruce Manor Special Care Home Inc.*	
St. Ann's Senior Citizens Village Corporation*	Long-term care services
St. Joseph's Home for the Aged*	
Strasbourg and District Health Centre **	
Sunnyside Adventist Care Centre *	Primary health services
Warman Mennonite Special Care Home Inc.*	Long-term care and respite services

Notes respecting relationship and accountability to the Region:

* Operating agreement outlining contractual obligations; audited financial statements

** Funding arrangement for services; audited financial report

Other contracted organizations assist the SRHA in achieving its goals. The community-based organizations and third parties that received funding through the Region in 2008-2009 are listed below.

Community-based organizations and third parties	Service provided	Relationship and accountability to the Health Region
Autism Treatment Services of Saskatchewan Inc.	Home and community-based support, counselling and treatment services to autistic children and youth and their families	Contractual agreement outlining obligations; quarterly reports and audits; annual financial report.
Canadian Mental Health Association	Pre-vocational and vocational programs for adults disabled with long-term mental illness	Contractual agreement outlining obligations; monthly reports and audits; monthly statistics; annual financial report.
Central Urban Metis Federation (1993) Inc.	Residential Transition Service for Males with addictions	Contractual agreement outlining obligations; monthly reports and audits; monthly statistics; annual financial report.
Community Health Services (Saskatoon) Association Ltd.	Nurse Practitioner Primary Health services Public Health Nursing time Public Health Services Women's Midlife Health Centre KidsFirst Home Visiting Services	Partnership agreement; annual report covering delivery of services, revenues and expenditures under agreement; accounts, records or information upon request. Contractual Agreement.
Cosmopolitan Industries Ltd.	Programming to enhance daily living skills for adults who are severely mentally and/or multiply challenged	No formal agreement; receive annual grant; annual report.
Crocus Cooperative	Pre-vocational and vocational programs for adults disabled with long-term mental illness	Contractual agreement outlining obligations; monthly reports and audits; monthly statistics; annual financial report.
Elmwood Residence Inc.	Residences and programming for intellectually challenged individuals	No formal agreement; receive annual grant; annual report.
Humboldt and District Ambulance Service	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements.
Langham Senior Citizens Home	Long-term care services	Contractual agreement; reports, records, and information provided as necessary on the provision of services.
Lanigan and District Ambulance Association	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements; annual trip data.
M.D. Ambulance Care Ltd.	Pre-hospital ambulance and emergency care, interfacility transfers	Contractual agreement outlining reciprocal obligations; monthly statistics; audited financial statements.
Midway Ambulance Care Ltd.	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements; annual trip data.
Preston Nursing Home, Saskatoon of Extendicare (Canada) Inc.	Long-term care services	Contractual agreement; share financial and other information as necessary on the provision of services.
Quill Plains Ambulance Care Ltd.	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements.
Rosthern and District Ambulance	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements; monthly performance status reports.
Saskatoon Council on Aging Inc.	Programming to enhance daily living skills for adults who are severely mentally and/or multiply challenged	Grant funding
Saskatoon Crisis Intervention Services, Inc.	Crisis management for adults disabled by mental illness and with problems maintaining connections with other agencies.	Contractual agreement outlining obligations; quarterly reports and audits; annual financial report.

Community-based organizations and third parties	Service provided	Relationship and accountability to the Health Region
Saskatoon Housing Coalition, Inc.	Operates Supportive Apartment Living Program and provides outreach and Group Home Services for adults disabled by long-term mental illness	Contractual agreement outlining obligations; monthly reports and audits; monthly statistics; annual financial report.
Saskatoon Services for Seniors	Programming to enhance daily living skills for adults who are severely mentally and/or multiply challenged	Grant funding
Saskatoon Tribal Council Urban First Nation Services Inc.	Partial funding for Safe House Nurse Practitioner White Buffalo Youth Lodge Primary Health Services KidsFirst Home Visiting Services	Yearly audited statement.
Senior Sisters of Zion Residence	Long-term care services	Grant funding.
Shamrock Ambulance Care Inc.	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements.
Strasbourg Ambulance Service	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements; annual trip data.
Student Wellness Initiative Toward Community Health (SWITCH)	Operational funds in student managed inter-professional clinic	Service agreement; provide financial and performance information on request.
The Saskatoon Downtown Youth Centre, Inc.	Residential Transition Service for Youths with addictions	Contractual agreement outlining obligations; monthly reports and audits; monthly statistics; annual financial report.
University of Saskatchewan Student Health Centre	Nurse Practitioner Primary health services	Grant agreement; annual report covering delivery of services, revenues and expenditures under agreement; accounts, records or information upon request.
Wakaw Ambulance Service	Pre-hospital ambulance and emergency care	Contractual agreement; financial statements; performance status reports provided on request.
Wynyard and District Community Health Clinic Assoc. Ltd.	Nurse Practitioner Primary health services	Annual report and audited financial statements.

The Region has an important relationship with the University of Saskatchewan (UofS). A master Affiliation Agreement, signed in 2005, is supplemented by a pre-existing agreement concerning joint space planning. Currently a working group consisting of members from both organizations is working on a joint space audit and re-development of these agreements, including such matters as space allocation, research and intellectual property. Other memorandums of agreement and memorandums of understanding may be signed for specific initiatives, programs and services.

In July 2007, the Region and the UofS, with support from the Saskatchewan Health Research Foundation, pooled resources to create the Office of the Associate Vice-President Research – Health and the Vice-President Research and Innovation with joint commitments for health research and innovation. The overarching purpose of this collaboration is "to support excellence in health research and innovation and to create synergies among the respective organizations through common goals". Partnership initiatives between the Region and the UofS and other stakeholders are currently being developed, including the Saskatchewan Centre for Innovation in Health Imaging (SCI-HI), a Phase 1 Clinical Trials Unit, and the formation of a Clinical and Translational Health Research & Innovation Committee which will build capacity and enhance success in clinical and translational health research.

In addition, the Region has many informal planning and working relationships with special interest and support groups, community-based organizations and other human services agencies.

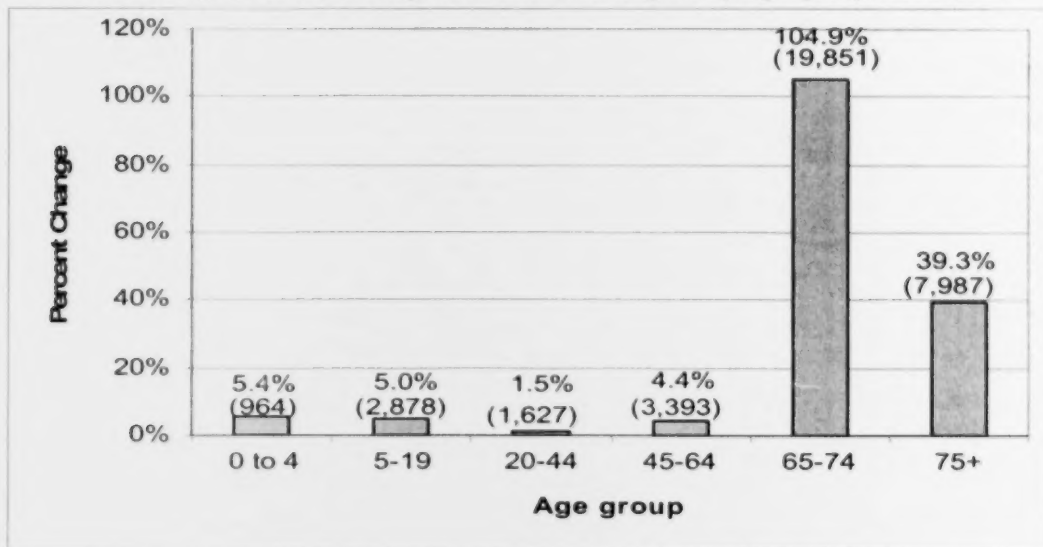
OUR REGION

The following information provides a snapshot of the health status of the Region's residents. While the overall health status of our population is generally good, it continues to be greatly influenced by socio-economic conditions and the growing gap between rich and poor. New data is included where available since the 2007-08 annual report. Where updates are not yet available, the information was omitted so as not to repeat information provided in earlier reports. The **2008 Health Status Report** is currently being compiled and will be available, mid 2009, with updated and more comprehensive information. See our website at www.saskatoonhealthregion.ca.

The Population of Saskatoon Health Region

Projections forecast that the Region's entire population will increase by 12.3% between 2008 and 2028, from 298,371 to 335,000. Our population is expected to continue to age, with an estimated increase of 104.9% in the number of residents aged 65 to 74 years and 39.3% for those 75 years and older. These projections take into account the migration of people to the province due to the recent economic activity in Saskatchewan. Continued sustained migration into the province could have an impact on the projected numbers, particularly in the age groups below 65 as young adults and families move to the province.

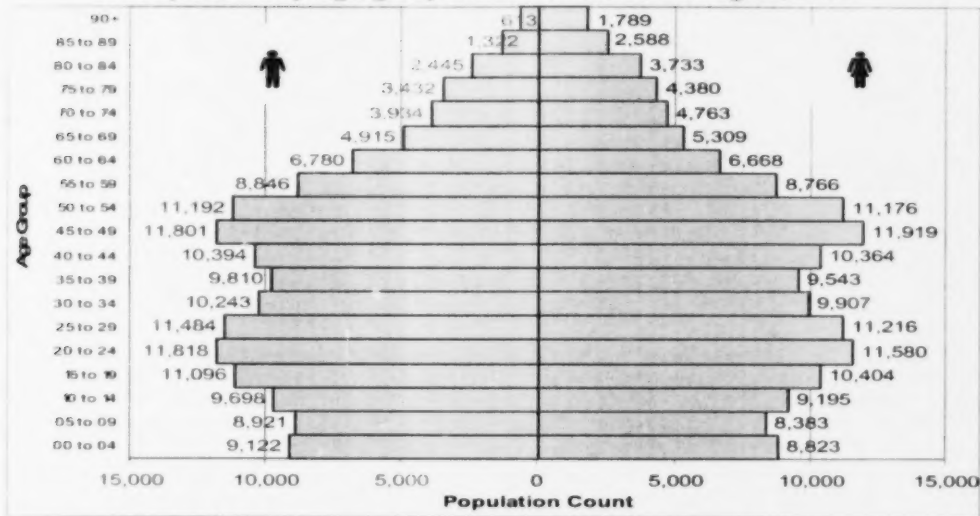
Forecasted population change for Saskatoon Region by age group, 2008-2028



Data source: Saskatchewan Ministry of Health, Covered Population 2008. Public Health Services, 2008

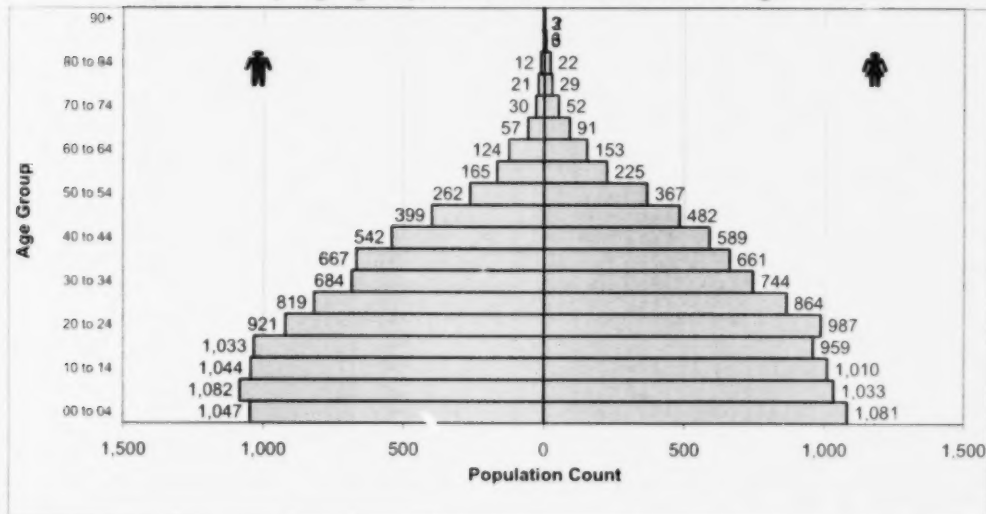
The Region's population of 298,371 accounts for almost 29% of the provincial population (Ministry of Health Covered Population, 2008). Between 1995 and 2008 the Region's population grew by 8.3% while the overall Saskatchewan population increased only 1.5%. Proportionately, the Region's population has grown faster than every other Region in the province, with the exceptions of Mamawetan Churchill and Keewatin Yatthe in the north. More than 73% of the Region's population lives in the city of Saskatoon. The population living outside of Saskatoon tends to be older, with 14.9% of the rural population being 65 years of age or older compared to 12.5% in the city.

Population by Age group and Sex, Saskatoon Region, 2008



Data source: Saskatchewan Ministry of Health, Covered Population 2008.

Population by Age group and Sex, RIS, Saskatoon Region, 2008



Data Source: Saskatchewan Ministry of Health, 2008.

Of the 18,274 people identified as having Registered Indian Status (RIS), 81.3% live within Saskatoon and represent 6.7% of the city's population. The RIS population has a very different age structure from the overall population with 55.8% under 25 years of age compared to 31.7% of the non-RIS population. The largest proportion of the RIS population falls in the 0 to 4 age range, followed very closely by the 5 - 9 age range. For the Region as a whole, the 20-24 and the 45-49 year olds are the largest age groups, followed closely by the 25 to 29 and 50 to 54 year olds. The population differences are illustrated in the two population pyramids. The shape of the population pyramid for the RIS population is "squaring off" at the base, indicating that the birth rates are stabilizing and the death rates in younger ages are decreasing.

Social, Economic and Environmental Conditions Affecting Health Status

It is well known that a variety of social, economic and environmental conditions affect health status. In particular, **level of income** has a well-documented relationship to health outcomes. People in lower income groups have consistently been shown to have lower life expectancy, and higher rates of disease. This is well attested through the Region's 2006 study published in the Canadian Journal of Public Health. The study compared the health status of residents from six adjacent low income neighbourhoods to the rest of the city and found alarming gaps in health status in a number of areas. In addition, it was found that the rate for child immunization coverage in Saskatoon's six low income neighbourhoods was less than half the rate for affluent neighbourhoods. The Region's 2006-07 Student Health Survey of over 4,000 school children in grades 5 through 8 also revealed inequities based on income in relation to some behaviours and perceptions. More recently, a 2008 study of cities across Canada examined health disparity and found for the Saskatoon and surrounding area, people living in the lowest income areas had 6.4 times the substance-related disorder rate and 3.4 times the diabetes hospitalization rates as people living in the highest income areas. For most of the indicators in the report, Saskatoon and area had among the highest rates of health disparity between low and high income groups (Canadian Institute for Health Information: Reducing gaps in health: A focus on socio-economic status in urban Canada, 2008).

Data has shown that **median family incomes** are on the rise. Income is up between 2001 and 2006 for Saskatoon and the Region's rural areas and is growing faster for the Region's residents compared to Canada as a whole, after taking into account cost of living. As well, the incidence of people living below the poverty line has decreased in the Region. Early findings from a rural health status Region report show that poverty is most concentrated in areas surrounding First Nations reserves. Average personal income for those 15 years and over in three of the four First Nations reserves in the Region in 2006 were between \$10,100 and \$13,500 whereas for Saskatoon and area it was just over \$35,000.

Income is also an issue for female lone parent headed families who have about 65% of the income of male lone parents. Saskatoon percentages of lone parent families are higher than in rural areas of the Region, Saskatchewan, and Canada. Male lone parent families are increasing faster than female lone parent families but are still a small proportion of the total. By contrast, the proportion of female lone parent families has decreased from 2001 to 2006 though they remain more than four times as prevalent as male lone parent families.

The Statistics Canada Labour Force Survey shows the **unemployment rate** in the Census Metropolitan Area (CMA) of Saskatoon remained steady at 4.0% in June 2008, the same as in 2007. While there was a slight increase in both full time and part-time employment, this was offset by an increasing labour pool due to recent immigration.

Higher **house prices** have made affordable and adequate housing more difficult to find for lower income families. According to the Canada Mortgage and Housing Corporation, average house resale prices increased a further 23% in 2008, to \$287,000, one of the highest gains on record (Housing Market Outlook, Saskatoon CMA, CMHC Fall 2008). **Average rental prices** increased 18.9% from 2007 to 2008, from \$640 per month in 2007 to \$761 in 2008. The **average vacancy rate** increased from 0.6% in 2007 to 1.9% in 2008. Affordability for seniors housing is a concern in the Region, especially for those with disabilities and limited incomes. A higher percent of renters within Saskatoon had housing affordability problems compared to Saskatchewan and Canadian averages and these are most prominent for renters living in the city's core neighbourhoods. Thirty two percent of rural Region home owners also had housing affordability problems.

Food insecurity and the **cost of healthy eating** also continues to be an issue as the Saskatoon Food Bank reports that its hamper pickup program has been increasing in past years with more than 12,000 users each month (www.saskatoonfoodbank.org), half of which are children. Our rural areas are not exempt from these issues as food banks exist in smaller rural communities as well.

Education is another core determinant of health. Literacy and numeracy, as well as the development of work and social skills, are essential to modern societies. Education attainment levels have varied across the Region. Residents of the Region have achieved higher levels of education compared to the provincial average, but have lower levels of education than the Canadian average. University or post-secondary education levels have been highest in the urban centres and lowest in more rural areas.

Saskatoon's **crime rate** showed a decrease in 2007 from 2006. According to CMA data published by the Canadian Centre for Justice Statistics, the overall crime rate per 100,000 residents fell from 12,209 in 2006 to 11,560 in 2007; however there was a slight increase in the number of violent crimes (Statistics Canada, 2008).

Physical environment factors related to air, water and housing have a significant impact on health. While past Region reports have demonstrated that overall the **air quality** in the Region is good, **water quality** could be a cause for concern in some areas. During the 2008-09 reporting period, 33 new Precautionary Drinking Water Advisories (PDWA) and 4 new Emergency Boil Water Orders (EBWO) were issued. Water quality may only be of greater concern for some small rural water systems. Changes in these numbers may be related to short-term climactic issues (flooding or dry years), or may reflect the challenge of maintaining good water treatment in shrinking communities with aging infrastructure. At any given point throughout the year, there may be PDWAs or EBWOs in effect from the previous reporting period. In addition, many advisories and orders are rescinded throughout the year.

Water is also closely linked to **oral health**. Adding fluoride to drinking water is a cost-effective method of reducing oral caries. Children in communities with fluoridated water are more likely to be cavity free than those living in communities with non-fluoridated water (59% compared to 48%). Children in communities with non-fluoridated water have 5% more tooth decay than those living in communities with fluoridated water (Saskatoon Region Dental Health Screening Program 2006). In Saskatoon, fluoridation levels have decreased since 1998, below the optimal level recommended by Health Canada. The City of Saskatoon has decreased levels due to consumer concerns. Despite the Health Canada recommendations, there are currently no official fluoride requirements from federal or provincial regulatory agencies.

Active transportation – walking, cycling or taking public transit – is most likely to contribute to positive health outcomes for individuals and populations as a whole. Diseases associated with sedentary lifestyles are among the leading causes of death and disability. Walking or cycling to and from work, a store or the bus can help achieve the 30 minutes of moderate activity per day recommended by the Canadian Physical Activity Guide (Public Health Agency of Canada). In 2006, 2.7% of the Saskatoon employed labour force cycled, while 6.3% walked and 4.2% took public transit. For rural Region residents, a higher percentage of people walked to work (8.6%), and fewer cycled (1.2%) (Statistics Canada 2006 Census). Saskatoon has the second-highest cycling rate per capita in Canada with about 2,860 people out of more than 117,000 commuters cycling to work (Nickel R. Get moving, Saskatoon. The StarPhoenix 2008 Jun 14).

Causes of Death, Illness and Disability

The leading **causes of death** continue to be diseases of the circulatory system, cancers, diseases of the respiratory system and injuries. While cancer and circulatory diseases are important contributors to mortality for those over 75 years of age, injuries are significant for those under 75 years. Injuries are now the most common cause of premature mortality (potential years of life lost).

Illness and disability due to **chronic disease conditions** becomes more prevalent as the population ages. Systematic management of these conditions can prevent the deterioration of functional status and maintain cognitive and physical levels. The main chronic conditions of interest are coronary heart disease, cerebrovascular disease (stroke), chronic obstructive pulmonary disease (COPD), and diabetes mellitus. Circulatory, digestive system, and respiratory diseases are the most common causes of hospitalization for the Region's residents.

Mental health and wellbeing is a provincial population health promotion priority area. New Region data for Saskatoon related to mental health was collected through the 2006/07 Student Health Survey. The study found that 41.7% of children in schools in low income neighbourhoods rated their mental health as poor compared to 14.2% in schools located in affluent neighbourhoods.

Falls are an important cause of death and disability in all age groups. Falls in seniors can quite often lead to either temporary or, in some cases, permanent loss of independence. Analysis from 2002 to 2006 data shows a slight increase in hospitalizations due to falls for those 65 years and over. Fall-related mortality for all ages in the Region has increased steadily since 1995 with most of the mortality occurring in those aged 70 and older. The Region's rates are comparable to Canadian and Saskatchewan rates.

Health-related Behaviours

The Region has recently focused on enhancing its information about health-related behaviours through local research. As noted above, in 2006/07, the Region conducted a survey of 4,093 students from grades 5-8 in Saskatoon schools. The study findings were very compelling when comparing schools in low income neighbourhoods with schools in affluent neighbourhoods and the city overall. Youth in the lowest income schools were 12.4 times more likely to have tried **smoking** than youth in affluent schools. They were also 20 times more likely to have tried marijuana. Across all schools, behaviour related to **physical activity** and daily **vegetable and fruit servings** was poor. The study found youth were only meeting the recommended, duration and intensity criteria for physical activity an average of 8.9% of the time.

Self-reported health is an indicator of an individual's perceived health. In 2007, 59.1% of the Region's residents reported their health as excellent or very good. These rates are about the same as national (59.6%) and provincial (56.2%) rates (Canadian Community Health Survey 2007).

Both physical and mental health contributes to a person's overall health. **Self-reported mental health** provides an indication of the possible presence of a mental disorder, mental or emotional problems and distress. In 2007, Region residents reported a relatively high level of excellent or very good mental health (71.6%); similar to national (72.7%) and provincial (70.7%) rates (Canadian Community Health Survey 2007). Rates were consistent across all age groups.

Stress is a part of daily life but too much stress, especially stress that people have little control over, can contribute to serious health problems. In 2007, 20.4% of Region respondents reported "quite a bit" or "extremely high" life stress levels, similar to Saskatchewan (18.6%) and national averages (22.4%). While rates of life stress among Region residents decreased significantly from 2001 to 2003, they have remained consistent since 2003 (Canadian Community Health Survey 2007).

Smoking is the most important cause of preventable illness, disability and premature death in Canada. Smoking rates in the Region have increased slightly since 2005. In 2007, the Region's rates were statistically higher than the national average (26.2% compared to 21.9%). Contributing factors to high smoking rates are the high prevalence of tobacco use among those in low socio-economic status groups, the availability of tax free tobacco on First Nations reserves, and the lack of a provincial workplace smoking ban (however a Saskatchewan workplace smoking ban is planned to take effect May 2009).

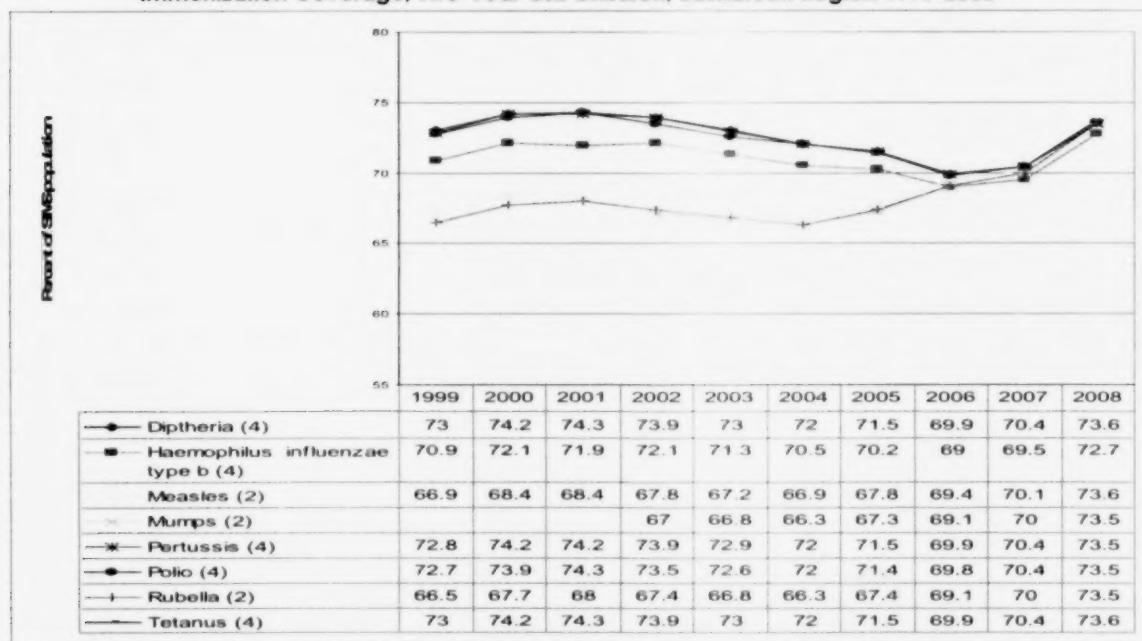
Many efforts have been focused on reducing exposure to **second hand smoke** including implementing public smoking bans. Prior to the public place smoking bans in 2003, almost 24% of the Region's non-smokers were exposed regularly to second hand smoke in public places. In 2005 and 2007, the values are less than 8%. Similar trends are seen in Saskatchewan and Canada (Canadian Community Health Survey, 2003-2007).

Injection drug use (IDU) is the leading risk factor for bloodborne pathogens in the Region. In a survey conducted in Saskatoon in 2006, the most commonly injected drugs were cocaine (80%; 52 of 65) and morphine (74%; 48 of 65). The HIV cluster investigation conducted in 2006-07 found that the average age of initiation of injection drug use for females (28 years) was slightly younger than males (35 years) with a range of 12 to 48 years. A survey exploring harm reduction needs was conducted by the Region's Street Health Program in 2008. Almost 25% of participants reported a history of testing positive for HIV and 83% reported testing positive for Hepatitis C.

Infectious Disease

As a preventative measure, **routine pre-school immunization** is offered at 2, 4, 6 and 18 months of age for diphtheria, tetanus, pertussis, polio and influenzae type b, and at 12 and 18 months of age for measles, mumps and rubella. Since 2002, coverage rates have remained fairly stable, ranging from 68-73% for pertussis, polio, tetanus, diphtheria and *Haemophilus influenzae* type b and from 66 - 74% for measles, mumps and rubella. There continue to be disparities in immunization coverage between core and non-core neighbourhoods though the Region is currently working on targeted interventions to address these low rates.

Immunization Coverage, Two-Year Old Children, Saskatoon Region 1999-2008



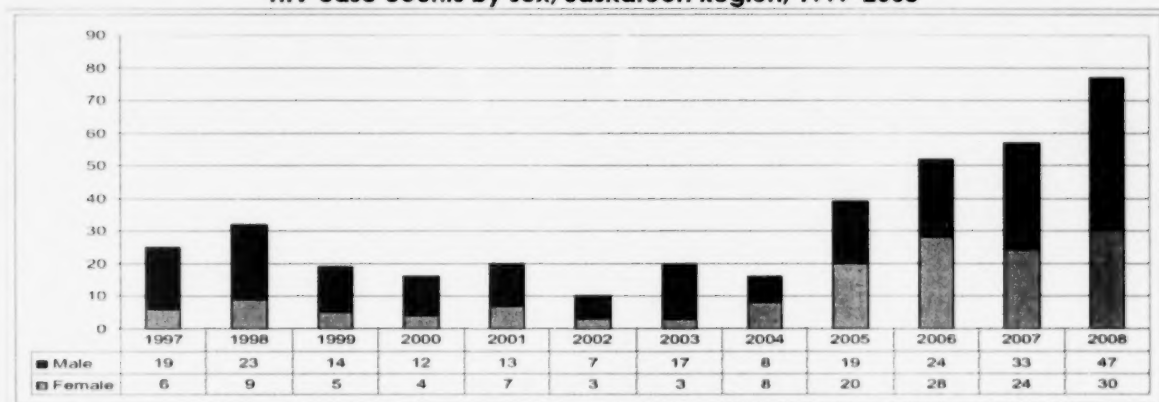
Source: SIMS. Includes coverage for all of the selected antigens, clients who refused all vaccines are counted as if they had received all recommended vaccines according to the National Advisory Committee on Immunization schedule

In the Region, **sexually transmitted infections (STIs)** account for 45-50% of all reportable disease annually. In 2007 the crude rate per 100,000 population for chlamydia was 401.6 and for human immunodeficiency virus (HIV) 25.8. In the region, chlamydia rates continue to be double the national rates, Gonorrhea rates have seen a sharp increase since 2004, and Syphilis has re-emerged in the Region since 2006.

Chlamydia is linked to infertility and pelvic inflammatory disease. In recent years Saskatchewan has had one of the highest rates of chlamydia in Canada. The highest rates are in females between the ages of 15 and 24 with the fastest growing increase in 15 to 19 year olds. In males the highest rates occur between age 20 and 24 years.

Human immunodeficiency virus, **HIV**, is in the family of retroviruses, an infection that can lead to acquired immunodeficiency syndrome (AIDS), where the immune system fails leading to life-threatening infections. Since 2004 there has been a sharp increase in the number of new cases of HIV reported in Saskatchewan and injection drug use is now the principal risk factor. In 2008, 77 new cases of HIV were reported and the Region typically has a rate one-third higher than Saskatchewan as a whole. Compared to the national HIV profile, a higher proportion of cases in Saskatchewan are Aboriginal, female and injection drug users.

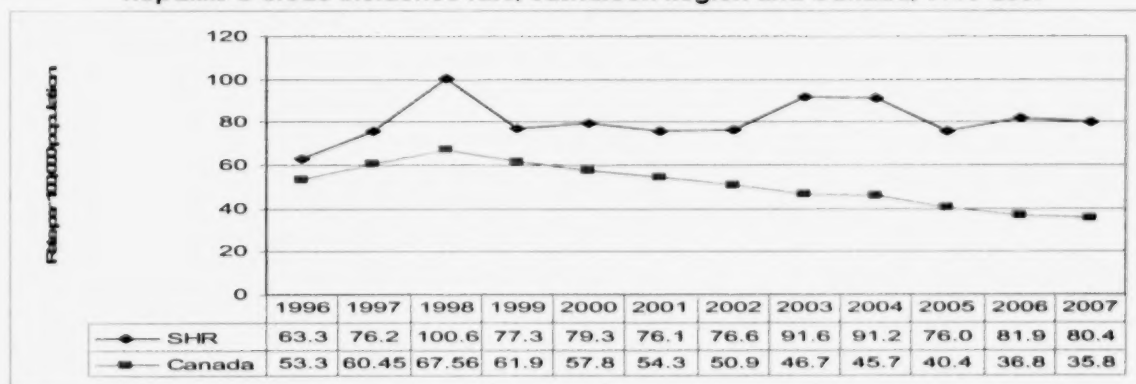
HIV case counts by sex, Saskatoon Region, 1997-2008



Source: iPHIS, Public Health Services, Saskatoon Health Region, 2009

Hepatitis C (HCV) is a disease of ongoing concern in the Region. HCV accounts for approximately 10% of all reportable disease annually. In our Region, as in Canada, hepatitis C is mainly transmitted through injection drug use. A high percentage of infected persons will carry the virus indefinitely (carrier or chronic infection). Over the long term, they are at risk for liver cirrhosis and liver cancer. In 2007 the rate of chronic hepatitis infection was 70.1 per 100,000 population.

Hepatitis C crude incidence rate, Saskatoon Region and Canada, 1996-2007



Source: Public Health Services, Saskatoon Health Region and Public Health Agency of Canada

Other Communicable Diseases

Other communicable diseases that are of concern include West Nile virus (WNV), Invasive Group A *Streptococcus* (GAS), and methicillin-resistant *Staphylococcus aureus* (MRSA).

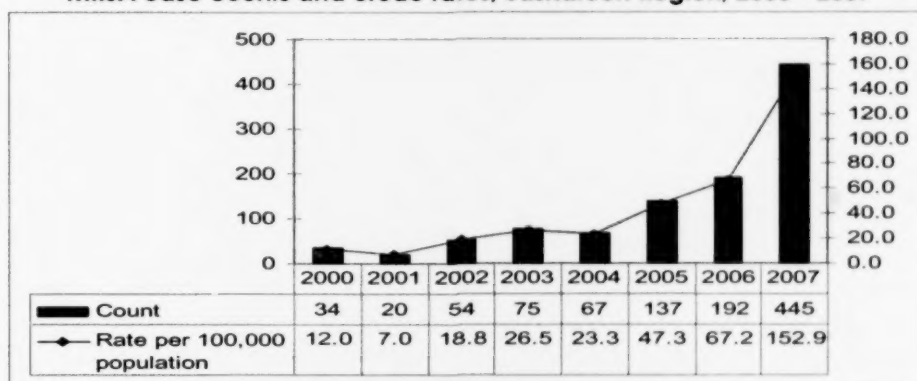
West Nile Virus (WNV) is a mosquito-borne flavivirus that causes a range of symptoms in humans from mild fever to neurological symptoms. It was first reported in Saskatchewan in 2003. During the summer of 2007, Saskatchewan reported the highest number of cases of WNV to date with 1436 cases. The Region reported 358 cases, including 32 neurological. Most neurological cases require hospitalization, and many involve intensive care and ventilation support. While persons of any age or health status can develop serious health effects from WNV, the risk is higher with increasing age and in individuals with chronic disease and conditions that affect the immune system (Public Health Agency of Canada, 2008).

Rural rates of WNV are higher than urban rates. In 2007 the estimated rate for Saskatoon was 117.94 cases per 100,000 population compared to the average rural area rate of 144.59 per 100,000. Overall, WNV presents a significant burden to survivors, their families and the health care system. All evidence indicates that WNV will continue to be a public health concern for some time to come.

Methicillin-resistant *Staphylococcus aureus* (MRSA). *Staphylococcus aureus* is a common bacterial infection with symptoms that range from skin infections to sepsis and death. Antibiotic resistant strains of this infection are problematic because they are costly and difficult to treat. The number of MRSA cases reported to the Region has been on the rise. There has been a dramatic increase in case counts of MRSA since 2000, with 841 cases reported since 2004 and the greatest number of cases in the group aged 60 and older.

In 2008 enhanced surveillance was undertaken for three months in order to better understand the sources of new cases. In this study 52% of cases were hospitalized, and 12% of cases had died (primary cause of death unknown). More than half the total cases were community acquired strains of MRSA, however, 40% of these cases had health care associated risk factors—in other words, these community acquired strains may have been acquired from health care facilities. Overall, among all cases during the enhanced surveillance period over 40% had been hospitalized within the past year and 12% had been residing in a long term care facility within the past year. It is likely, in keeping with other evidence in Canada and the US, that community acquired strains are becoming endemic in the Region's hospitals and long term care facilities.

MRSA case counts and crude rates, Saskatoon Region, 2000 - 2007

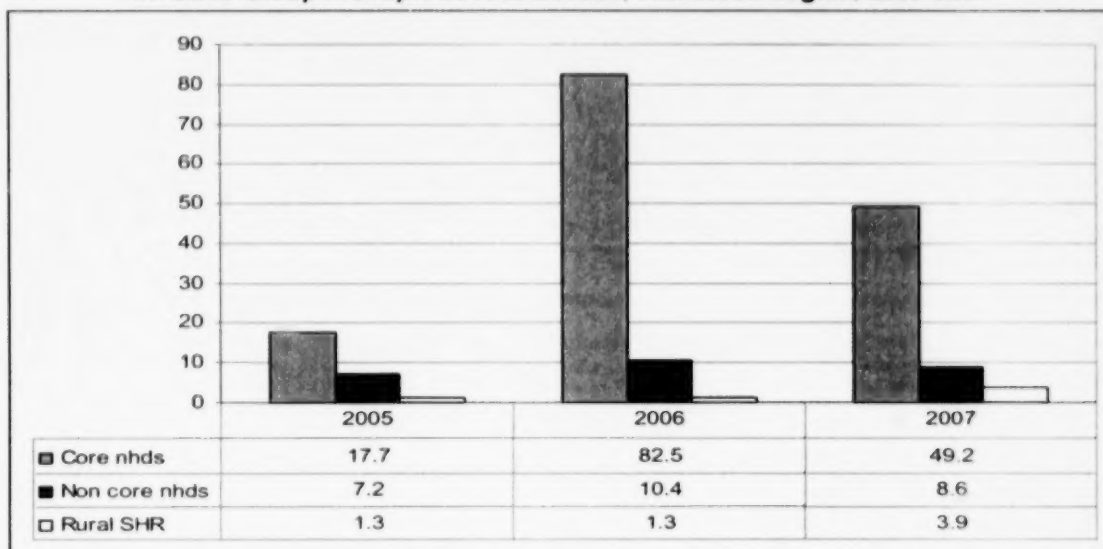


Source: Public Health Services, Saskatoon HealthRegion.

Invasive Group A *Streptococcus pneumoniae*. Group A *Streptococcus* (GAS) is a bacterium often found in the throat and on the skin. People may carry this bacteria but have no symptoms of illness. Most GAS infections are relatively mild illnesses such as "strep throat" and impetigo, but occasionally these bacteria can enter the bloodstream or other normally "sterile" parts of the body and cause severe and even life-threatening diseases.

In 2007 an increase in GAS was reported across Canada. While rates have been climbing nationally for the last decade, a particular increase of invasive disease linked to a specific strain was observed in the western provinces in 2008. In the past four years the majority of invasive GAS patients in the Region (80%) have required hospitalization with this serious invasive condition and the case fatality rate was 5%. While no pronounced increase has been observed, overall there have been clearly elevated rates in Saskatoon's core neighbourhoods compared to non-core since 2005.

Invasive Group A Streptococcal disease, Saskatoon Region, 2005-2007



Source: Public Health Services, Saskatoon Health Region.

Outbreaks

Norovirus is one of the most commonly reported organisms with the potential for outbreaks in closed institutions and in the larger community. Noroviruses cause gastroenteritis which may have severe outcomes in the youngest and oldest age groups. Outbreaks of norovirus have been increasingly reported in the Region in the past few years. This increase, also noted across Canada and the United States, is most likely linked to more incidents and better reporting. In 2007-08 (outbreak surveillance year is from September to August) there were 11 confirmed norovirus outbreaks in long term care facilities and 2 in hospitals. In addition there were two community outbreaks and one in a private care home. Early reporting and timely infection control, including use of appropriate disinfectant agents, are key to controlling outbreaks.

Influenza, a respiratory illness, is another organism with the potential for outbreaks. The rates of influenza vary from year to year depending on the strain of the organism, the immunization coverage rate in the population and the match of the vaccine to circulating influenza strains. Influenza A often has more severe outcomes than influenza B.

The percentage of persons older than age 65 in the Region immunized against influenza has decreased over the past four years to 61% in 2007, well below the national immunization coverage target of 80%. Part of the reason for the decrease could be the relatively mild influenza seasons in these years which may bring about complacency among seniors in getting their flu shots. Additionally, targeted advertising for times and locations of flu clinics may not have always reached all seniors in the past. It should be noted that influenza immunization percentages have never been high as the range between 1998 and 2007 has been 55.4% to 68%. Improved tracking techniques could be implemented to ensure accuracy of statistics reported in the future. Coverage rates among residents of long-term care facilities are higher at 85-91%. While it is impressive that staff influenza immunization rates have increased by 66% since 2002, they fall short of the national recommendation of 80%. Since laboratory-confirmed cases represent a small portion of influenza in the community, the Region maintains sentinel surveillance to measure the impact of the illness. Identifying influenza in Emergency Departments and hospitals remains an important infection control issue. There were no influenza outbreaks reported in long-term care facilities in 2006-07. Two parainfluenza and four unidentified respiratory outbreaks occurred in that surveillance season.

Tuberculosis (TB)

TB respiratory disease has a long history in Saskatchewan. Although rates have significantly decreased in past decades there is still ongoing concern in high risk populations, including status Indian, Métis and foreign-born ethnic groups. HIV and tuberculosis co-infection are of increasing concern in the United States and Canada. Since 1997, 1.6% (17/1030) of TB cases were co-infected with HIV in Saskatchewan. In 2007, there were 10 cases of tuberculosis in the Region, 3.4 per 100,000 population, a decrease from the previous year's rate of 4.55 per 100,000. Tuberculosis surveillance, follow-up and treatment in Saskatchewan are conducted by the Tuberculosis Control Program. In 2007-08 an agreement was reached with the Ministry of Health to transfer the management of this program to the Region in 2008-09 and Regional programming is being developed.

Health Status and Outcome Indicators

Population health indicators assist the Health Region to set priorities and monitor the success of interventions. The table below highlights some key areas of concern.

- Infant mortality rates have decreased from 2005 to 2006, and have generally decreased steadily since 1992.
- Life expectancy at birth has been slowly increasing since 1997, and in 2004 was 82.6 years for females and 77.0 years for males.
- The percentage of the population that is overweight or obese has decreased slightly from 53.7% in 2005 to 49% in 2007. These differences are not statistically significant and are within the provincial and national averages.
- Physical activity rates have also decreased slightly from 49.5% who were at least moderately active in 2005 to 46.4% in 2007. Again, these differences are not statistically significant and are in keeping with national averages.
- The injury hospitalization rate for children and youth reported for this year is similar to last year's rate. However, this rate had decreased slightly for both males and females between 2002-2003 and 2004-2005 data years.
- The majority of SHR's population rated their health as very good or excellent in both 2005 (61.7%) and 2007 (59.1%). This is again keeping within provincial and national rates.
- Diabetes prevalence rates for both Registered Indian Status (RIS) and non-RIS populations have been increasing in recent years in SHR, the province and nationally.
- Injury hospitalization rates for those less than 20 have been relatively stable in recent years, with males having much higher rates than females.

Saskatchewan Health performance management indicators for health status in table below.

Many were not updated this year.

SASKATOON HEALTH REGION 2008-09 RESULTS		
Infant mortality rate per 1,000 live births 2006		5.9
Infant mortality rate per 1,000 live births 2005		8.8
Life expectancy at birth, 2004	Males	77.0
	Females	82.6
Life expectancy at birth, 2003	Males	76.9
	Females	82.6
Life expectancy (at age 65 years) 2001	Males	16.9
	Females	21.1
Percentage of population (age 18 years and over) who are overweight or obese. 2007	Overweight (BMI 25.0-29.9)	29.5%
	Obese (BMI 30.0+)	19.5%
Percentage of population (age 18 years and over) who are overweight or obese. 2005	Overweight (BMI 25.0-29.9)	34.9%
	Obese (BMI 30.0+)	18.8%
Percentage of population (age 12 years and over) who report physical activity participation levels of active / moderately active or inactive. 2007	Active / moderately active	46.4%
	Inactive	53.6%
Percentage of population (age 12 years and over) who report physical activity participation levels of active / moderately active or inactive. 2005	Active / moderately active	49.5%
	Inactive	50.5%
Self-rated health status: percentage of population (age 12 years and over) who report their health as very good or excellent. 2007		59.1%
Self-rated health status: percentage of population (age 12 years and over) who report their health as very good or excellent. 2005		61.7%
Age-adjusted diabetes prevalence rate per 1,000 population. Non-Registered Indian Status. 2005/2006		53.3
Age-adjusted diabetes prevalence rate per 1,000 population. Non-Registered Indian Status. 2004/2005		51.4
Injury hospitalization rate per 1,000 population (age 0 to 19 years). 2006/2007	Males	5.9
	Females	3.7
Injury hospitalization rate per 1,000 population (age 0 to 19 years). 2005/2006	Males	5.5
	Females	4.4

2008-2009 PERFORMANCE RESULTS

The Region's strategic plan focuses on 5 directions:

1. *Transforming the care and service experience*
2. *Transforming the work experience*
3. *Partnering for improved health for Aboriginal people*
4. *Building a sustainable, integrated system*
5. *Fostering research, learning and innovation*

This section reports on some of the activities carried out to address our strategic directions. To measure the impact of implementing these and other activities we report on selected indicators of performance chosen by the Region and the Ministry of Health.

1. Transforming the care and service experience

Within this strategic direction the Region has set five goals:

- To become more Patient/Client/Family centred
- To provide more timely access
- To enhance safety, outcomes and other aspects of quality
- To improve care and service for seniors
- To strengthen the management of chronic diseases

Client and Family Centred Care

The Region continues with a number of initiatives to put clients, patients, residents and families at the centre of care and service, and recognize them as integral members of the care team involved in decisions about their care.

The Region established a Client and Family Centred Care Steering Team in Fall 2007 which includes three members from the public. The Steering Team developed a Client and Family Centred Care Framework endorsed by Senior Leadership Team in September 2008. Various elements of the framework were being worked on in late 2008-09 with its formal rollout planned for next fiscal year. The framework and its supporting policies and guidelines will provide formal ways for the voices of patients, clients, residents and families to be heard; explore their preferences and level of involvement in the many aspects of the Region's operations; and create mutually beneficial partnerships with clients and their families in planning, delivering and evaluating services provided by the Region.

The Region's Maternal and Children's Services department continued its journey on ways to transform the care experience for clients, patients and families. A Patient and Family Advisory Council was established in November 2008 to enhance the delivery of high quality compassionate patient and family centred care. This included planning for our new children's hospital at Royal University Hospital. Council members are involved in job interviews for management positions, have designated seats at operational team meetings, and have successfully advocated for computer and wireless internet access in various units. Staff and physicians have taken part in a number of client and family centred care workshops and interactive panels hearing from families and patients about their experiences with care and service on units.

Primary health centres throughout the Region continue to have active client, family and community participation in various aspects of their activities, including significant involvement in the creation of the new Primary Health Bus. Continuing Care & Seniors Health has engaged two residents from long term care to be active members of their Quality Improvement Committee. The Region has also had active consumer and family representatives in the building design of our new Irene and Leslie Dubé Centre for Mental Health and the Humboldt District Health Centre.

The long term care sector is making steady gains towards achieving resident directed care. The Region's 29 long term care sites are adopting a culture of resident directed care, based on the Region's values: *Respect, Compassion, Excellence, Stewardship, and Collaboration*. The voices of persons living within long term care and their families form the blueprint for this transformation. Feedback from performance indicators such as accreditation, quality of life, and family satisfaction surveys guides the principle that we must know our residents as **people first**. Maintaining a people first approach increases our knowledge of their interests and preferences, promotes choice, and the desire to create home environments in which individuals are supported in living meaningful lives. The long term care sector has responded by implementing resident directed care guides and conferences, supporting sites as they adapt action plans reflective of resident preference, and is currently working with residents and families to develop a user friendly method to effectively bring forward concerns. As the journey proceeds to transform the care and service experience, outcome measures will continue to inform direction. The next quality of life survey is to be conducted with long term care residents in June 2009.

The Region also uses other means to hear from our clients, patients, residents and their family members including participation in the Health Quality Council continuous patient satisfaction survey in acute care and regularly scheduled senior management walks in departments and facilities throughout the Region.

Access

A major concern for both the Region and the people we serve is access to our services. The Region continues to address access in many areas.

Access to surgery- Surgical throughput targets were not consistently met in 2008-09, with volumes exceeding target in Q1 but below target thereafter. Rationale for the variance was for the most part due to limited availability of human resources.

Surgical Volumes as Percent of Target												
	Q4 2008- 09	Q3 2008- 09	Q2 2008- 09	Q1 2008- 09	Q4 2007- 08	Q3 2007- 08	Q2 2007- 08	Q1 2007- 08	Q4 2006- 07	Q3 2006- 07	Q2 2006- 07	Q1 2006- 07
% of Target	97.8%	97.6%	98.5%	101.9%	98.9%	100.9%	100.3%	100.7%	97.9%	97.9%	98.5%	97.0%
Variance from target	-754	-598	-242	165	-379	215	44	65	-723	-518	-245	-255

Surgical Wait List												
	Q4 2008- 09	Q3 2008- 09	Q2 2008- 09	Q1 2008- 09	Q4 2007- 08	Q3 2007- 08	Q2 2007- 08	Q1 2007- 08	Q4 2006- 07	Q3 2006- 07	Q2 2006- 07	Q1 2006- 07
# over 6 months	5,588	6,120	5,734	5,476	5,570	5,923	5,958	5,729	6,002	6,662	7,153	6,948
% over 6 months	38.6%	40.7%	39.1%	39.4%	40.0%	43.7%	43.6%	41.4%	43.4%	45.6%	47.4%	45.7%
# over 12 months	2,457	2,752	2,726	2,915	2,988	3,131	3,207	3,219	3,364	3,513	3,681	3,667
% over 12 months	17.0%	18.3%	18.6%	21.0%	21.4%	23.1%	23.5%	23.3%	24.3%	24.0%	24.4%	24.1%
# over 18 months	1,048	1,467	1,520	1,654	1,649	1,782	1,902	1,778	1,729	1,834	1,856	1,848
% over 18 months	7.2%	9.8%	10.4%	11.9%	11.8%	13.1%	13.9%	12.9%	12.5%	12.5%	12.3%	12.1%

The focus to reduce the backlog of surgeries continued in 2008-09 resulting in ongoing reductions in the numbers of patients who have waited in excess of 12 and 18 months. In comparison to Q4 2007-08, the number of patients who have waited in excess of 18 months has reduced by 35% and by 15% for those waiting in excess of 12 months.

Surgeries completed within Target Timeframes													
	2008-09	Q4 2008-09	Q3 2008-09	Q2 2008-09	Q1 2008-09	Q4 2007-08	Q3 2007-08	Q2 2007-08	Q1 2007-08	Q4 2006-07	Q3 2006-07	Q2 2006-07	Q1 2006-07
Level I within 3 weeks (target 95%)	54.0%	53.9%	51.4%	53.1%	57.5%	60.4%	58.7%	53.9%	61.0%	52.8%	56.6%	53.9%	58.0%
Level II within 6 Weeks (target 90%)	46.0%	47.0%	45.1%	46.0%	46.1%	51.4%	49.5%	42.6%	51.5%	49.6%	51.8%	49.4%	51.3%
Level III within 3 Months (target 90%)	60.4%	56.1%	58.3%	61.0%	66.0%	67.3%	61.9%	62.0%	62.3%	59.4%	57.4%	62.5%	71.2%
Level IV within 12 Months (target 90%)	82.3%	82.2%	82.2%	82.7%	82.0%	81.2%	80.1%	80.6%	80.2%	79.6%	77.9%	78.3%	81.3%

The number of procedures in Priorities I - III completed within the target time frames remains below 60%. The ability to make significant improvements in these priority categories continues to be influenced by the backlog of cases.

Access to diagnostic imaging- The Region was able to achieve **95.0%** of the MRI patient targets throughout this fiscal period. The inability to meet the full MRI patient volumes target was mainly due to MRI Technologist shortages through the year, resulting in short-term adjustments in off shift hours of operation and reductions in patient bookings. The Region was still able to provide MRI examinations on 9789 patients (target was 10,300) in this fiscal year, which was an increase of 12.1% or 1,060 patients from the previous fiscal year.

The Region was able to achieve **101.4%** of the CT patient targets throughout the 2008-09 fiscal period. We continue to be challenged by increasing demands for services in the Computed Tomography (CT) service area, and as a result the Region has been experiencing increases in the CT scan waiting times for urgent patients. The Region was able to exceed the CT patient targets by providing CT scans services on 28,451 patients this fiscal year, which was an increase of 8.9% or 2,326 patients from the previous fiscal year.

MRI/CT Volumes as Percent of Target												
	Q4 2008-09	Q3 2008-09	Q2 2008-09	Q1 2008-09	Q4 2007-08	Q3 2007-08	Q2 2007-08	Q1 2007-08	Q4 2006-07	Q3 2006-07	Q2 2006-07	Q1 2006-07
MRI Patients as % of Target	91.8%	92.5%	92.8%	95.5%	97.1%	99.9%	100.9%	100.2%	95.3%	93.0%	88.1%	85.9%
CT Patients as % of Target	101.4%	104.2%	105.4%	105.5%	92.0%	97.9%	97.2%	97.4%	91.4%	93.0%	91.8%	91.8%

In 2008-09 the Region's Medical Imaging has experienced increases in the number of patients waiting for CT and MRI.

On April 1, 2008, the Region had 1124 patients waiting for CT services, on April 1, 2009 there were 1553 patients waiting for CT services (38% increase). During that same period the Region conducted CT scans on 28,451 patients. An increase of 8.9% over the 2007-08 period.

On April 1, 2008, the Region had 2126 patients waiting for MRI services, on April 1, 2009 there were 2963 patients waiting for MRI services (39% increase). During that same period the Region conducted MRI scans on 9,789 patients. An increase of 12.1% over the 2007-08 period.

Access to alcohol and drug programs- Wait times for access to alcohol and drug programs is calculated from the time of an initial call, often from an addictions worker somewhere in the province as this is a provincial program. Before entering the program there is a process to prepare the person for admission. This may take some weeks. As this is not an acute care admission, it may be acceptable to have a wait time of several weeks.

Average Wait times for admission to alcohol and drug outpatient services: Historically the Region's outpatient wait times have been in the 1-2 week range. Recently this has gone up primarily due to wait times for the Safe Driving program. Historically the rate of attendance for this program has been in the neighbourhood of 50-60%, resulting in a carry over to the next scheduled groups for those who did not attend their scheduled program. This significantly affected the reported wait time. More recently the rate of attendance has increased to 70-80% and with a more stable staffing compliment we expect the overall wait times to stabilize at around one to two weeks.

Average wait times for admission to alcohol and drug inpatient services:

Adult: We are continuing to trend at approximately 19 days to admission. This is a non acute facility and the client is already engaged in active community treatment, without a benchmark, this may be an acceptable wait time. Wait times here are also influenced by the need to get the person ready to enter care.

Youth: The wait times have been generally tracking shorter i.e. 5 days for the 3rd and 4th Quarter. Again any reason for delay is generally due to the process of getting the individual ready and is not indicative of bed availability.

Average wait time for admission to alcohol and drug detoxification services: The trend is generally less than one day. This is because the Region combines brief detox which is zero wait time (assuming there is a bed available) and social detox which is usually a day or a few at most. The trend has not changed over the reported period.

Average Wait Time (in Days) to Alcohol and Drug Services													
	2008-09	Q4 2008-09	Q3 2008-09	Q2 2008-09	Q1 2008-09	Q4 2007-08	Q3 2007-08	Q2 2007-08	Q1 2007-08	Q4 2006-07	Q3 2006-07	Q2 2006-07	Q1 2006-07
Outpatient	14.0	18.6	7.8	11.9	12.5	12.1	8.9	10.3	4.2	n/a			
Inpatient - Adult	17.8	22.2	n/a	n/a	16.2	13.0	12.4	18.4	14.2	23.2			
Inpatient - Youth	1.7	3.1	n/a	n/a	0.9	2.5	0.8	4.7	3.9	4.8			
Detox	0.5	0.6	0.8	0.0	n/a	0.6	0.1	0.1	0.2	0.8			
Stabilization	3.3	2.9	4.5	n/a	3.4	1.0	n/a	0.5	0.4	1.3			

Average wait time for admission to alcohol and drug stabilization services: The trend has been going up but with some variation along the way. The Region provides the only youth stabilization service (six beds) in the province. The demand for this service is increasing. Again wait times are tracked from first contact (usually by phone) to the person actually showing up at the centre. The Region expects to see demand increase and therefore wait times may increase as well. The Region is looking at some internal changes to increase the number of stabilization beds but this would be from within existing resources.

Access to Long Term Care- A significant access issue for the Region is the long term care wait list. As the baby boomer bulge moves into their senior years, we can expect the demand for long term care will increase. This will be especially so if there is inadequate investment in other services to help people stay well and manage with community supports. While the wait list does go up and down, the overall trend is for more persons on the list. In 2005-06 the monthly low number of persons on the wait list was 41 and the monthly high was 82 with the average being 48 over the year. In 2008-09, the lowest monthly total was 78 and the highest was 132, with an average of 103 on the long term care wait list. This creates pressure on acute care as many persons end up, for various reasons, occupying an acute care bed while they await placement in a long term care facility. This year at one point there were over 80 persons in Saskatoon's acute care facilities awaiting placement in long term care. This is significantly higher than has ever been experienced before and had a very significant affect on access to acute care beds. Again, while the percentage of patient care days occupied by person's requiring level 3 or 4 care has gone up and down, the overall trend is increasing.

	Q4 2008- 09	Q3 2008- 09	Q2 2008- 09	Q1 2008- 09	Q4 2007- 08	Q3 2007- 08	Q2 2007- 08	Q1 2007- 08	Q4 2006- 07	Q3 2006- 07	Q2 2006- 07	Q1 2006- 07
% Level 3 and 4 ALC days	7.9	9.2	9.8	7.8	6.5	6.6	7.3	4.1	3.9	6.1	6.5	6.3

The Region has attempted some creative housing arrangements for persons who have been in long term care, but could be accommodated in other housing situations with a high level of support. Unfortunately, there has only been a very small number whose needs could be addressed outside of long term care and it has been difficult to create the correct environment for these persons.

Access to primary care- The percentage of Region's population that is within geographic proximity to primary health care teams remained consistent at 25.9% over the course of 2008-09. A new Primary Health Care Team was established in Wadena in the first quarter of this year.

Percent of RHA Population with Geographic Proximity to Primary Health Care Teams												
	Q4 2008- 09	Q3 2008- 09	Q2 2008- 09	Q1 2008- 09	Q4 2007- 08	Q3 2007- 08	Q2 2007- 08	Q1 2007- 08	Q4 2006- 07	Q3 2006- 07	Q2 2006- 07	Q1 2006- 07
% proximity to team	25.9%	25.9%	25.9%	25.9%	24.4%	24.4%	24.4%	25.1%	23.1%	23.1%	23.1%	24.7%
% of Provincial population with proximity to PHC team	31.3%	29.7%	28.6%	28.4%	27.1%	26.3%	25.8%	26.9%	19.8%	19.7%	19.4%	20.9%

The number of discrete clients receiving primary health services showed an overall decreasing trend during 2008-09, reaching 10,735 in Q3 which represents the lowest number recorded since Q1 of 2006-07.

Number of Discrete Clients Receiving Primary Health Care Services in RHA												
	Q4 2008- 09	Q3 2008- 09	Q2 2008- 09	Q1 2008- 09	Q4 2007- 08	Q3 2007- 08	Q2 2007- 08	Q1 2007- 08	Q4 2006- 07	Q3 2006- 07	Q2 2006- 07	Q1 2006- 07
# Discrete clients	13,721	10,735	11,502	13,139	13,722	10,995	11,354	12,318	12,600	12,164	11,142	10,939

The number of persons receiving a service from HealthLine has been variable since first recorded in Q1 2007-08, but reached the highest level to date at 9,128 in Q3 of 2008-09.

Number of Persons Receiving Services via HealthLine Calls									
	Q4 2008-09	Q3 2008-09	Q2 2008-09	Q1 2008-09	Q4 2007-08	Q3 2007-08	Q2 2007-08	Q1 2007-08	
# persons	30,992	6,358	9,128	7,815	7,691	8,837	9,059	9,402	8,625

Safety, outcomes and other aspects of quality

The region strives to enhance the safety and outcomes of the care provided to the people we serve.

Accreditation Canada (AC) - Focuses on quality of care through its many standards. A Required Organizational Practice (ROP) is an essential practice that AC has determined based on evidence, an organization must have in place to enhance patient/ client safety and minimize risk. The Region demonstrated full implementation on 10 of the 21 ROPs in our November 2007 accreditation survey. These ROPs require substantial system redesign and staff education to fully implement across a regional setting. In the next year the region will continue to implement these ROPs into our operation and this will be a key strategic activity. Full implementation of all ROPs will be a challenge to ensure full compliance by our next accreditation visit in 2010.

Methicillin Resistant Staphylococcus aureas (MRSA) - MRSA is an antibiotic resistant bacteria long recognized to be a nosocomial pathogen and more recently known as a community acquired bacteria. The Region initiated a process for identifying MRSA cases on admission to RUH, SPH and SCH in October 2006. As a result, the number of screening tests has greatly increased and more patients are being identified while colonized with MRSA, rather than after they develop an infection. The data represents new nosocomial cases of either MRSA colonization or infection. It does not include cases of community acquired MRSA or inpatients who were previously identified as being MRSA positive.

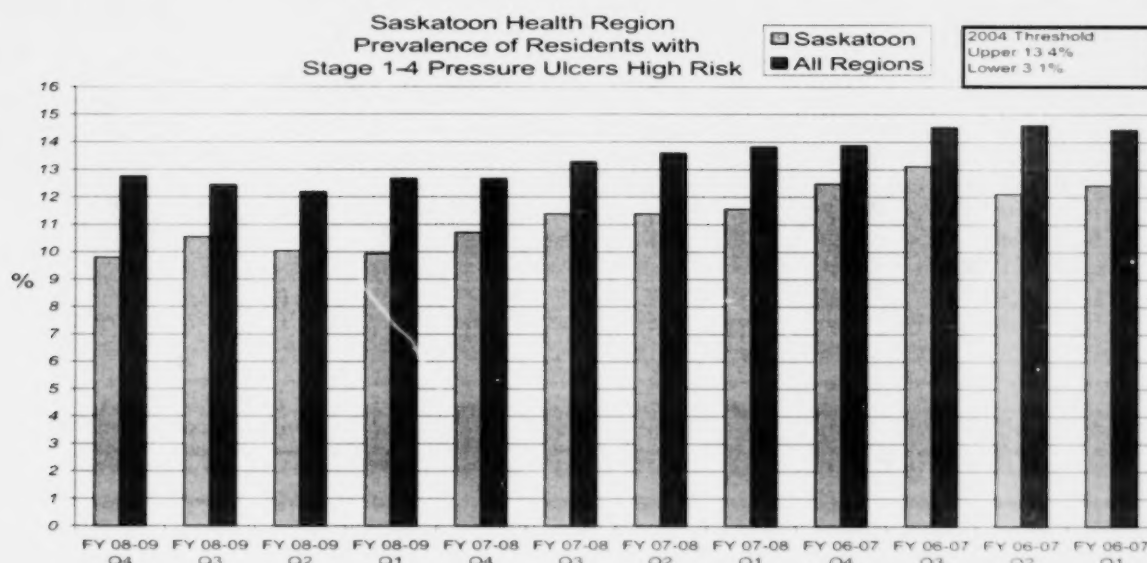
	Q4 2008- 09	Q3 2008- 09	Q2 2008- 09	Q1 2008- 09	Q4 2007- 08	Q3 2007- 08	Q2 2007- 08	Q1 2007- 08	Q4 2006- 07	Q3 2006- 07	Q2 2006- 07	Q1 2006- 07
MRSA rate per 1000 patient days (RUH, SCH, SPH)	0.46	0.46	0.46	0.50	0.50	0.97	0.80	0.47	0.34	0.30	0.23	0.13

As expected, after the initiation of the MRSA screening program in October 2006 nosocomial rates increased. These rates increased dramatically in Q2 and Q3 2007-08 because of MRSA Outbreaks that occurred on 1 medical unit in each of the 3 Saskatoon hospitals (RUH - August, 2007, SCH - October, 2007 and SPH - November, 2007). Outbreak measures used in the outbreaks quickly brought transmission under control. Many of the original patients identified in these outbreaks were long stay patients. The Infection Control and Prevention team; with the Infection Control Officer, decided to screen or re-screen inpatients who remained in hospital > 30 days on a trial basis. No further MRSA outbreaks have occurred.

The extended stay (30 day) screen is now our standard practice and is repeated every 30 days if necessary. More than 30 days was chosen based on practicality (not overburdening the laboratory), experience during the pilot, and published research that indicates the longer people are in hospital the greater the chance of acquiring a nosocomial infection.

A revision of the screening tool was implemented in January 2009 along with streamlined laboratory testing and notification. These revisions along with continued vigilance by hospital staff and the Infection Prevention and Control department will be required to achieve lower rates.

Pressure Ulcer Prevalence in Long Term Care- A key outcome measure of quality in long term care is the prevalence of pressure ulcers. As the following graph illustrates the Region's long term care facilities have been able to keep the prevalence of pressure ulcers under the provincial rate for several years. Overall for the past three years the Region has been able to successively decrease the incidence through an emphasis on purchasing special surfaces, staff education and rigour in documenting preventative measures.



Public Opinion Survey on overall experience and quality- The Region hires a local market research firm to do an annual public opinion survey. Results from this year reveal that 87% of respondents who had an experience with the Region's staff and physicians rate their overall experience as good, excellent or exceptional. Ninety one percent of rural respondents ranked their overall experience this way versus 85% of urban respondents. Ninety three percent of respondents ranked the overall quality of the care they received from the Region's staff and physicians as good to exceptional.

Seniors' health strategy

Stakeholder consultations are taking place to help develop a seniors' strategy that will assist the Region in better providing care to this population.

Chronic Disease Management

The Chronic Disease Management Portfolio has implemented a three-pronged program for persons with COPD that has had outstanding results. The components of the program include: group exercise and rehabilitation, disease-specific management and patient self-management skills. Hospital admissions have been reduced by 56%, hospital inpatient days decreased by 61% and there was a 44% reduction in Emergency department visits. This program fits very well with the Triple Aim initiative of the Institute for Healthcare Improvement, focused on improving care for individuals, improving population health and decreasing per capita costs. Because the program uses evidence based interventions cost is also saved by not using either unproven approaches or approaches proven to not have value.

2. Transforming the Work Experience

Demographic information presented in the "Our Region" section (pg. 11-21) plays a significant role in the strategies of the Region. There are fewer numbers of working age people which affects the Region's ability to recruit. This is a problem throughout the western world as the birth rate drops to less than replacement. Therefore, recruitment and retention of staff is critical. The People Strategies portfolio has had significant accomplishments in addressing the goals under this strategic direction: creating a healthy workplace, having enough of the right people with the right skills to do the right work, developing a more representative work force, working in teams and committing to a culture of safety.

Creating a healthy workplace

Provider Group	Premium Hours per FTE												
	2008-09	Q4 2008-09	Q3 2008-09	Q2 2008-09	Q1 2008-09	Q4 2007-08	Q3 2007-08	Q2 2007-08	Q1 2007-08	Q4 2006-07	Q3 2006-07	Q2 2006-07	Q1 2006-07
CUPE/SGEU/SEIU	46.8	13.2	11.3	10.7	11.6	13.4	10.3	10.3	7.9	10.5	8.2	8.0	7.4
HSAS	11.6	3.6	2.9	2.5	2.6	3.2	2.0	2.5	2.6	3.6	3.2	3.5	2.9
OOS/Other	3.7	1.0	0.8	1.0	0.9	0.9	0.9	0.7	0.6	0.8	0.5	0.5	0.4
SUN	63.6	16.2	14.6	16.8	16.0	17.8	16.2	15.6	14.4	16.1	14.4	15.1	13.1
Provincial results	52.2	14.3	12.6	12.9	12.3	14.3	11.9	12.1	10.1	11.9	8.2	10.5	9.9

Premium hours are an indication of workforce stress and as premium hours increase, the health of the workplace decreases. The 2008-09 Q4 Saskatchewan average was 14.32 hours per FTE and the Region continued to perform better (Q4-11.70 hrs/FTE) than the provincial average. The premium hours target established in the Region's Organizational Workforce Action Plan 2008 – 2011 is "not to exceed 46 hours per FTE, annually." The Region's overall annual average for 2008-09 was 42.73 hours/FTE, well below the provincial average of 52.2/FTE. Over the past several years our annual trend appears to be slowly increasing but still within our target rate.

Overtime use is the result of factors such as: 1) absences related to sickness, injury, and disability, 2) service demand that is difficult to schedule proactively, 3) emergency situations, 4) vacancies in hard to recruit positions, and 5) specific situations built into collective bargaining agreements that are hard to avoid through scheduling. The Region is working to address each of these areas.

The People Strategies Portfolio will initiate a project to engage managers and reduce the usage of premium hours at the unit level. The Region is already implementing an attendance support program, return to work services for injured employees and strategic recruitment of hard to fill positions. Each of these programs has contributed to controlling premium time usage and meeting our Regional vision of "Healthiest people, healthiest communities, exceptional service."

Sick Leave Hours per FTE													
	2008-09	Q4 2008-09	Q3 2008-09	Q2 2008-09	Q1 2008-09	Q4 2007-08	Q3 2007-08	Q2 2007-08	Q1 2007-08	Q4 2006-07	Q3 2006-07	Q2 2006-07	Q1 2006-07
CUPE/SGEU/SEIU	93.5	21.8	25.2	22.0	24.5	23.6	24.6	21.8	22.2	23.0	25.6	20.7	22.5
HSAS	68.9	17.2	18.4	15.4	17.9	20.9	16.7	14.0	14.9	17.2	19.7	14.8	16.7
OOS/Other	50.3	13.0	13.7	12.0	11.5	13.4	13.6	12.5	13.8	15.4	14.3	9.5	13.0
SUN	92.3	22.0	24.3	23.0	23.1	23.6	24.8	22.6	23.8	24.5	25.7	21.2	22.2
Provincial results	86.0	21.3	22.4	19.1	21.4	22.5	22.5	19.3	20.1	22.5	23.1	18.4	20.2

In the last quarter of 2008-09, the Saskatchewan average was 21.25 hrs / FTE and the Region used 20.43 hours per FTE – a slight decrease over the previous quarter. The sick leave hours target established in the Region's Organizational Workforce Action Plan 2008 – 2011 is "not to exceed 75 hours per FTE, annually." Over the past 3 years, sick leave in the Region has varied slightly, but remained close to the provincial average. The Region's overall average for 2008-09 was 86.02 hr / FTE slightly above the overall provincial average of 84.09 hr / FTE. We continue to work toward our planned target which is lower than the current provincial average.

A Healthy Workplace Leadership Team has been established within the People Strategies Portfolio to assist in creating a healthy workplace. The Team's role as a lead resource includes determining healthy workplace goals, objectives and priorities with a primary focus on needs and alignment with Our Values in Action and Corporate Strategic Plan. To assist us on our journey to a healthy workplace, the Region has also begun the National Quality Institute (NQI) - Progressive Excellence Program (PEP), an implementation roadmap which takes workplace criteria and breaks it down into four logical sequential steps that build one upon the other to develop and sustain a healthy workplace in a manageable way.

Along with our behaviour-based awareness techniques, annual immunization of health care workers is another key component of the annual influenza program. The region promotes and strongly encourages all employees, physicians and volunteers to receive their free influenza vaccination on an annual basis. Influenza vaccine is an effective tool for preventing illness in our staff and protecting members of the public for whom our employees are providing care.

Based on findings from 2007-08 experiences, we modified our campaign approach. The Region worked in partnership with Public Health Services to design and promote this year's Influenza Campaign to achieve the National Advisory Committee on Immunization's (NACI) recommendation that more than 80% of staff be immunized in order to effectively prevent influenza outbreaks from occurring in a health care setting. Our target areas to focus on were: reaching casual employees, flexibility in clinic availability, and targeted education (where there had been low uptake of immunization. The vaccine was available from October 14th to the end of March, 2009. The SHR influenza immunization coverage rate this year is 67% (this is a 28% increase from 2006-07 and a modest increase of 0.5% from 2007-08). The feedback from this year's campaign has been very positive related to clinic hours and location availability. The communication strategy to reach casuals was well received, but did not significantly impact our percentage coverage.

Planning has been initiated for the 2009-10 season as we strive to continue to increase our coverage rate. The Region is again working with Public Health Services in campaign promotion and development and delivery of targeted education strategies. The Region's communication strategy is again being developed in partnership with Corporate and Public Affairs and will be implemented throughout the Region.

Having enough of the right people with the right skills to do the right work

Ideally the Region would like to track the number of vacancies, particularly in hard to recruit positions. Without a Human Resource Management Information system tracking vacancies is very time consuming and less accurate than an automated process. Eleven classifications have been added to the hard to recruit list between December 2007 and December 2008. Of the 31 classifications identified as hard to recruit as of December 2007, 10 saw a decrease, 10 had no change and 11 saw an increase in the number of posted opportunities by December 2008. The number of Registered Nurse vacancies has dropped from 195 to 150 over current fiscal year.

Over the past twelve months, the Region has focused efforts on the development and the implementation of a sustainable, joint Saskatoon Health Region-College of Medicine Medical Human Resources Plan (MHRP). Combining this initiative with other focused efforts, the Region has experienced considerable success in physician recruitment and retention in the past fiscal year, welcoming 61 new physicians to the Region, resulting in a net increase of 2.5% to our permanent Practitioner Staff. Specific successes include stabilizing hematology services and partnering with the College of Medicine and the Royal University Hospital Foundation for the provision of Fellowship support to Physicians who, upon completion of their training, will bring additional specialized expertise to the Region in the near future. Recruitment and retention of rural family practitioners continues to be a challenge.

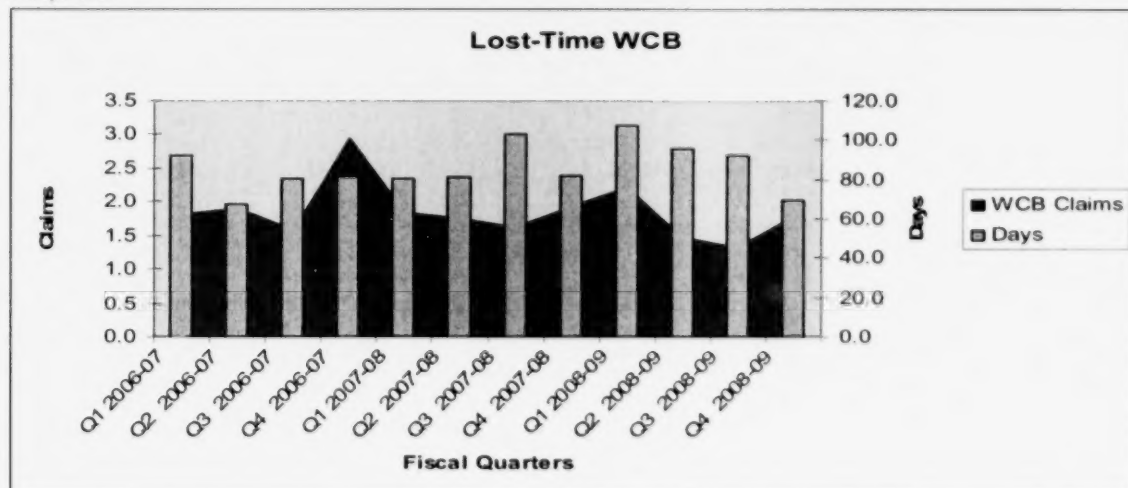
Developing a more representative workforce

The Aboriginal population has a higher percent in younger ages as reported in the Our Region section (pg.12). This provides a great recruitment opportunity. The Region's goal is to increase the number of self-declared Aboriginal employees by 50% from 2.75% in 2006 to 4% in 2010. As of March 2008, 2.8% of employees throughout the entire Region, including all affiliates, had self-declared as being Aboriginal. Within the owned and operated programs of the Region, plus St. Paul's Hospital and Sherbrooke, as of March 2008, 2.95% (314 of 10,629) of employees had self-declared as being Aboriginal.

The Region is moving towards building a workforce that is more representative of the community it serves. To achieve this aim, the Representative Workforce, PSP, offers services and programming primarily in the areas of recruitment, retention and education. To date, efforts have been focused on Aboriginal representation in the workplace, however in the future the scope will be broadened.

Committing to a culture of workplace safety

The number and severity of Workers' Compensation Board (WCB) claims is one indicator of the safety of the workplace.



Over the past several years the Region has worked diligently on promoting a culture of safety in all of our facilities. In particular, continued enhancements have been made to our return to work program and to the development of an innovative incident reporting system. The WCB Lost-Time Claims and Days target established in the Region's Organizational Workforce Action Plan 2008 – 2011 is to reduce results by 10% for each year of the plan – with 2007-08 as the baseline year.

WCB rates are tracked provincially and Regionally as a measure of safety and health of employees. These rates are calculated based upon WCB claims and days lost. Our increased safety focus has been influential in receiving a WCB Certificate of Achievement with a decrease in premiums of 7% for Regionally owned and operated; 8% for SPH; and 11% for Humboldt District Health Complex.

The provincial dashboard reported WCB statistics reflect Regional numbers (include Long Term Care affiliate agencies). At this point, the Region's safety programming supports only 'owned and operated' facilities and SPH. In review of these specific numbers, it is identified that the Regional rates for WCB lost-time claims per 100 FTEs has continued to steadily drop from 8.2 in 2006-07 to 6.8 for this fiscal year. Although we showed an increase at the beginning of 2008-09, after peaking with a severity rate of 107.5 days per 100 FTE in Q1, we steadily decreased for the remainder of the year to 69.7 days per 100 FTE. This is a return to 2006 Q2 levels and is approximately one half of the current provincial average. This is evidence that our recent program improvements are working and providing positive sustainable results.

To continue improving our accountability around WCB claims management, the Region implemented a "Single Point Entry Incident Reporting System" with a structured process and manager response expectations. This system also allows us to report non lost time injuries and near misses in a timely and accurate manner, further building our culture of safety through prevention.

Between Sept. 24/08 -March 31/09 the Region recorded 2218 reports in the new Single Point Employee Reporting system. These included hazards (near misses), First aid, and other Health Care incidents. The Region recorded 325 to 450 calls per month. Approximately, one third of the calls were "near misses" which have allowed the Managers and the Occupational Health and Safety Consultants to formulate preventative corrective action plans before the injury occurs. A mark of success for the Region's Urban Owned & Operated facilities, where this system has been implemented, is that the average days to report a WCB claim has decreased to 1.9 days as compared to the same quarter one year ago of 14.75 days to report. This is an excellent sign of the effectiveness of this program for owned and operated facilities. The Region is targeting June 2009 to expand the system to rural facilities.

The Region has an Employee Wellness Services department to support managers in addressing issues related to return to work planning, workplace absence and employee wellness. This department provides consultations and coordination of return to work programs, referrals for intervention options, participation in the duty to accommodate process, evaluation of disability management processes, liaison for insuring agencies and education and coaching for attendance support programming.

3. Partnering for improved health for Aboriginal People

The Region's goals under this strategic direction include working with First Nation and Metis communities to build stronger relationships, better understand their health needs and respect their culture and to work together with these Aboriginal communities to develop an Aboriginal Health Strategy.

Develop an Aboriginal Health Strategy- The Strengthening the Circle - Partnering for Improved Health for Aboriginal People Project is a unique partnership between the Kinistin Saulteaux Nation, the Central Urban Métis Federation, Inc. and the Region. This partnership of two individuals from each of the three agencies is working collaboratively to transform the way in which they do business. The Project's aim is to create a sustainable partnership with a mandate to improve the health of aboriginal people living in the Region, both on and off reserve. The staff of the partnership are conducting extensive consultations, including focus groups, interviews and surveys, with the community to determine the current and future needs of Aboriginal people. In addition, the partners and staff are reviewing Aboriginal health services in other jurisdictions to examine best practices in service adaptation. One of the outcomes of the project is to create an Aboriginal Health Council, comprised of a broad representation from the Aboriginal community, whose purpose is to provide advice and direction to the Region on ongoing issues, including adaptation of services. Strengthening the Circle, an Aboriginal Transition Funded project, has two key deliverables by March 2010: production of an Aboriginal Health Strategy and a Plan for the Adaptation of Health Services for Aboriginal communities.

Building Relationships

Building relationships with Aboriginal communities is carried out in many ways, the following highlights three areas:

Partnership with Central Urban Métis Federation (CUMFI)- As part of the Region's initiatives to address health disparity, Public Health Services (PHS) leases space from the Central Urban Métis Federation, Inc. (CUMFI). The PHS Building Health Equity Program is working with CUMFI to integrate and complement programming and services that are open to all populations. To our knowledge, this is a Regional "first" to be invited to lease space from an aboriginal organization.

The Step into Health Careers Program- This program is a Representative Workforce partnering initiative that provides individuals with employability skills, certificate training, work experience, mentorship, and job coaching - all of which prepare candidates for recruitment and retention success within the Region. In January 2009, 71 candidates were interviewed for Step Program 4, with 16 participants selected. To date, 14 participants remain in the program that ends on June 4, 2009 (14 participants are Aboriginal and 2 are from a visible minority). Step Program 3 ended in May 2008, with all 14 of 14 candidates completing the program - 13 participants gained employment and 1 went into the Special Care Aide (SCA) program. Eleven of these candidates were Aboriginal, 5 individuals were Social Assistant recipients coming into the program and 12 were unemployed.

The program contributes to improving Aboriginal health, as it enables participants to break a historic, systemic reliance on the 'system'. One participant stated, "Since starting the program I've realized I am valuable. Before I was a welfare Mom. Now I'm a graduate. I cannot go back into the system. I won't allow myself. This program has opened doors where I didn't know doors existed. I'm extremely grateful I was a part of the Step into Health Careers." For other participants, Step has been a stepping stone towards their goal to provide culturally relevant care to patients, residents and families from their communities. Participants become positive role models for their children and contribute towards their own well-being by being active and economically capable to support themselves and their loved ones. The success is truly their own, but the residual effect influences others and benefits all. The Step Into Health Careers won the 2008 Training For Excellence Award for Promotion of Aboriginal Participation from the Saskatchewan Labour Market Commission.

Access of Aboriginal persons to Geriatric Services- Persons participating in the Leadership Succession Training Program were required to participate in an Action Learning project. Several were interested in the fact that low numbers of Aboriginal persons access geriatric services. The group explored the barriers to participation to address the question: What needs to change to make the geriatric service more "relevant", "safe", and "accessible" to Aboriginal people? A number of conclusions and recommendations were made that can be used by the region to improve the provision of geriatric services to Aboriginal peoples.

4. Building a sustainable, integrated system

This direction encompasses many goals; activities under only a few will be highlighted.

Realignment of acute care services

Significant planning and execution took place to align acute care services. This is in keeping with the larger Regional plan for clinical service realignment in which Royal University Hospital (RUH), and St. Paul's Hospital (SPH) will focus on acute inpatient care and Saskatoon City Hospital (SCH) becomes the centre for ambulatory and complex continuing care (SCH). The plan consolidates inpatient care from three sites to one or two facilities to ensure the efficient use of limited human resources and to support standardizing care to best practises. This year, Intensive Care Unit (ICU) patients and acute inpatient medical patients were consolidated from three sites to two (RUH and SPH). Urology inpatient surgery was consolidated from two sites to one (SPH). The Progressive Care Unit at SCH, a level of care between ICU and general wards, was moved to SPH to improve care for acute inpatients at SPH. A surgical observation unit to meet the needs of surgical patients at SCH was opened. Finally, at the SCH site fifty-six beds were converted to a transitional care unit, for those patients awaiting long term care. This unit is staffed with an appropriate staffing model to meet the needs of these patients. Each of the alignment projects was carried out by a project team, included a project charter with key deliverables and measures and was supported by the corporate planning department.

Information Management Plan and Electronic Health Record

The introduction of an electronic health record (EHR) is a high priority for the Region. To oversee this work, the Region launched an eHealth Strategy Council to lead the investment and governance of the Information Technology (IT) strategic plan. This past year work began towards the implementation of a clinical information management system- Sunrise Clinical Manager (SCM). The initial phase of this multi year, capital intensive project will provide the Region with clinical viewer capacity (care team will be able to access electronic data on line). For example, lab and medical imaging results and discharge summaries and the Emergency Units in Saskatoon will have access to electronic triage and electronic patient tracking boards. Phase I will be completed by the end of fiscal year 2009-10. This project will lead significant changes to clinical practice and information exchange.

Infrastructure improvement

Lab services continued implementing lean methodology in several programs to improve their efficiency and will utilize this methodology in the replacement of their fleet of chemistry analyzers.

The implementation of a new food cart delivery system was introduced to patients in SPH and RUH. This new system allows for the hot food to be hot and the cold food to remain cold! In addition, a new meal delivery service was introduced to the children on the pediatric unit at RUH. Positive patient feedback has been received, and this new system addresses a long standing issue for patients.

The construction and installation of 2 new MRIs occurred this year. The province's 5th MRI was installed in SPH, with the assistance of the donors of the SPH Foundation. The MRI went into operation during the final quarter of 2008-09. The MRI at RUH was relocated and replaced to facilitate the construction of the University of Saskatchewan's new Academic Health Science Center.

Assessment of Health Region Facilities- The assessment was conducted by VFA Canada Inc.. Current and anticipated facility deficiencies were defined and documented and their cost estimated. A Facility Condition Index was reported for each facility based on a calculation using deferred maintenance costs and replacement value. Many of our facilities have high risk deficiencies. Deterioration is accelerating as critical repairs displace routine maintenance. Funding of \$31 million was received in 2008-09 to begin to address category 1 and 2 items in the VFA facility assessment report received in 2007. Using VFA software analysis tools a prioritized project list was developed and bundled into eight major groups that span the Region. They are:

- 1) Fire Alarm Systems
- 2) Sprinkler Systems
- 3) Nurse Call Systems
- 4) Emergency Power Generator Systems
- 5) Roofing Systems
- 6) Parkades
- 7) Chilling Systems
- 8) Elevators

Investments in Major Capital Projects for Facilities- Needs and risks related to Health Region buildings, equipment and technology remained priority concerns throughout 2008-09. The quality and safety of these assets have a direct impact on the quality and safety of the services delivered. The Region's capital program was funded at approximately \$137 million, with approximately \$75 million targeted for major building projects in 2008-09. The RUH, SCH and SPH Foundations and the Children's Health and Hospital Foundation have contributed to capital projects.

RUH - Irene and Leslie Dubé Centre for Mental Health Facility- Construction on this facility is well under way. The projected construction completion date is January 2010 with commissioning planned for February and March 2010 and a move in date of April 2010. The planned facility will accommodate 54 adult and 10 child and adolescent beds in a new facility adjacent to the Hantelman Building at the RUH site.

Humboldt District Hospital and Health Complex - The construction tender was awarded in July 2008 with a target construction completion date of August 2010 and the commissioning and move in planned for the fall of 2010. The planned facility will accommodate 34 inpatient beds and integrate community services in a new facility.

Oliver Lodge Redevelopment Project- In late 2006, after consultation between Oliver Lodge, the Region and the Ministry of Health, approval was received to proceed with an 88 bed expansion to existing Oliver Lodge facilities. As part of the project, some of the existing support services facilities will be renovated. Approval was received from the Ministry of Health to proceed to tender in March 2009 with a projected completion date of fall 2010.

Calder Center Renovation- Program needs related to the Youth Treatment facility will be accommodated through renovations at the Calder Center site. The tender for the renovations has been awarded with construction scheduled to begin in late April 2009.

Maternal and Children's Hospital- During 2007-08 significant work was completed to continue to advance the planning for the Maternal and Children's "Hospital within a Hospital" at the RUH site. Detailed planning was completed and a recommended Functional Program defining the scope and cost of the proposed development was submitted in December 2007. In March 2009 the government announced funding of \$100 million in each of the next two years beginning in 2009-10 to construct the Children's Hospital of Saskatchewan at the RUH site. Additional planning is also proceeding to complete a facility Master Plan for the RUH site based on the future service role recommended within the Clinical Service Alignment model.

Watrous Integrated Health Centre- Ministry of Health approval was received in February 2009 to replace Manitou Lodge in Watrous. The project will integrate services currently provided at Manitou Lodge to the Watrous hospital facility. A project overview and functional program main service elements was provided to the Ministry of Health in March 2009. Approval to proceed to the design development phase was received from the Ministry of Health in March 2009.

Investments in Medical Equipment- The Region was very fortunate to receive funding for medical and diagnostic imaging equipment to enhance and support the delivery of care. Funding is received from the Ministry of Health as well as the respective hospital foundations. These devices are especially needed in service areas that care for the sickest and most vulnerable of our clients. We were able to purchase 11 anaesthesia machines and monitoring systems and 21 ECG machines. Although virtually all this equipment was purchased in 2008-09, some of it will not be installed until the coming fiscal year.

In the past year funding of \$9.7 million was received from the foundations to purchase various pieces of equipment such as monitoring equipment and NIBP machines. The foundations also provide funding for renovations and installation of equipment. The RUH Foundation provided funds to complete the renovations to the emergency room as well as the operating theatres at RUH. The SPH Foundation provided funds to purchase and install a Nuclear Medicine Gamma Camera at SPH. The SCH Foundation provided funding to purchase a CO2 Laser System for Surgery. The Children's Health and Hospital Foundation funded the purchase of infant transport monitors. Each of the foundations also provided funding for The Irene and Leslie Dubé Centre for Mental Health.

In 2008-09, the Region also received \$2.6 million from the Ministry of Health for the purchase of safety equipment to enhance patient and staff safety. The funds were used as follows: \$1.3 million dedicated to long-term care for the purchase of beds and lifting equipment for affiliate organizations; and \$1.3 million for safety equipment in region facilities such as beds, lifts and bariatric equipment in order to enhance patient and staff safety.

Investments in Information Technology

Application and Solutions- Investments were made to upgrade existing and/or implement new application software to: 1) move solutions to more current versions, 2) replace aging platforms, 3) prepare the way for future technology changes and 4) support evolving clinical and business functions. During 2008-09 the following were initiated, upgraded, and/or installed:

- **SCM (Sunrise Clinical Manager)** – This is the provincial CIS (clinical information system) of choice which the Region has committed to implementing, initially for emergency departments in urban hospitals. We are proceeding with the technology architecture and configuration for the development and training environments needed by the Regional SCM project team led by eHealth and Clinical Transformation.
- **TeleHealth** – Program continues to expand with Video Conferencing equipment installed into Parkridge Rehabilitation Centre.
- **Transferred management of the provincial Tuberculosis Control function/employees and their computer application (TBIS)** from the Ministry of Health to the Region.
- **Pinestar (Nuclear Medicine)** – A replacement solution of an antiquated system for Nuclear Medicine within Diagnostic Imaging which is in final user acceptance testing.
- **Shire Cytogenetics** – Upgrade to an existing system for Lab Medicine (Genetics) which is in user acceptance testing.
- **Oracle Internet Licensing and Hardware Expansion** – Hardware and software purchased, project currently in progress with servers being architected and configured.
- **LIS Integration** – Integration of LIS (Lab information system) with SLRR (Saskatchewan Lab Results Repository) is in progress with potential early linkage for SCA (Saskatchewan Cancer Agency) to be started later this year.
- **Accounts Payable Automation** – RFP tender results have been analyzed and project team is in negotiation with a selected vendor.
- **PACS** – The Region's IT department continues to collaborate with Medical Imaging to further enhance overall effectiveness and efficiency of the provincial Digital Diagnostic Imaging system.
- **Enovation/Nicodemus** – This is the Patient registration and billing system upgrade of which phase 2 is completed and phase 3 has started. Other system enhancements continue in parallel.
- **AMIS** – Newly developed MHAD (Mental Health and Addiction Services) system was implemented and is in final user acceptance testing.
- **Oracle Financials - Procurement enhancement** installed and is in testing phase with Finance.
- **Computrition** – Implemented technology to the bedside using PDA's (personal digital assistants) which interface to the Computrition system.
- **Procura** – Completed upgrade to version 6000 for Home Care, CPAS (Client Patient Access Services) and other departments, in both urban and rural locations.
- **Open System Software** – Transferred ownership and management of Long Term Care accounting system (Open Systems) from third party vendor to SHR
- **ESP upgrade to v 3.6** – This upgrade to our staff scheduling system is in progress with a small pilot group testing the new functionality.

Business continuity planning- A Pandemic Planning Coordinator was hired to fill the Coordinator vacancy in January 2009. This position, along with the Emergency Preparedness Coordinator, is assisting to further develop the Region's Business Continuity Planning structure including an Executive Committee, Rural, Long Term Care, Community and Acute Care Business Continuity Councils and site/department committees. Various plans are in place related to business continuity such as the Region's pandemic, emergency preparedness and contingency plans. As the Business Continuity structure evolves, the various plans will also be refreshed and evolve with a growing emphasis on comprehensive business continuity plans for all services/departments across the Region. Ensuring this developmental work is a Regional priority is an ongoing challenge.

Building public confidence- The Region is accountable to the Ministry of Health for undertaking significant activities to maintain or improve public confidence in the health system.

The preceding sections under Performance Results identify a variety of initiatives undertaken in the Region, all of which improve service provision and affect the public's confidence in the Region.

The Region also works with local media to profile various activities and programs and responds in a timely manner to various requests for information from news outlets. During 2008-09, Region staff and/or services/programs were mentioned in 538 newspaper, radio and television reports. Approximately 75% of stories portrayed the Region in a positive or neutral light. Major coverage focused on infrastructure and capital project announcements related to VFA (Infrastructure Assessment) report, Humboldt District Health Centre, Irene and Leslie Dubé Centre for Mental Health, Children's Hospital, Watrous Manitou Lodge, St. Paul's Hospital MRI, Oliver Lodge expansion, Health Equities Report, nurse recruitment efforts, labour relations contingency planning and essential services legislation, and service alignment.

In Q3, a public perception survey was conducted among a representative sample of 600 residents in the Saskatoon Region catchments area. Nearly 91% of residents reported being confident (42% were very confident) with the level of health care provided by the Saskatoon Region in Saskatoon and surrounding areas. This result is consistent with the level of public confidence measured in 2007 and a significant increase from 2006. [Text taken from Fast Consulting 2009 Survey Report Executive Summary.]

5. Fostering Research, Learning and Innovation

Key activity under this direction has been the completion of a joint research strategic plan between the Region and the University of Saskatchewan.

The table below summarizes research studies in the Region. There was a 10% increase in the number of studies ongoing for the current fiscal year compared to the previous fiscal year. The percentage of ongoing studies that came from the Saskatchewan Drug Research Institute (SDRI) is almost the same in this fiscal year as the previous fiscal year. The number of studies approved in 2008-09 increased by 13% over the last fiscal year. The number of student projects has remained the same for the past two years.

Research Study Statistics 2008-2009

	Approved
Total	147
Studies that originate from investigator	106
Studies that originate from Saskatchewan Drug Research Institute	41

Type of research	Behavioural	Chart Audit	Clinical Research	Clinical Trial	Program Evaluation	Quality Improvement	Other	Total
# of studies	36	17	101	115	7	17	9	302

Total Number of Ongoing Projects, as March 31, 2009 = 302

Number of student projects approved = 43

The majority of research projects underway in the Region originate from University of Saskatchewan faculty (231 or 76%), followed by physicians who do not hold a full-time faculty appointment in the College of Medicine (45 or 15%), Region employees (17 or 6%); other affiliations make up the remainder.

Financial Summary

The annual operating budget for 2008-09 was \$744.0 million which equates to spending \$2.0 million per day to meet the health needs of the community. Overall, 92% of the operating budget was provided by funding from the Ministry of Health. About 64% of the operating budget was spent on hospital services, 19% on long term and supportive care, 10% on community-based/public health/home care services, 5% on program support and administration and 2% on other. Approximately 78% of the annual budget was spent on salaries and benefits. The Region ended 2008-09 with a surplus of \$735,000, or 0.10% of operating expenditures, the equivalent to approximately 9 hours of operations. The Region has shown surpluses in four of the past five years.

Subsequent to budget approval, additional funding was finalized of \$ 3.7 million for additional acute care program delivery, \$1.2 million for Integrated Renal Services and \$4.4 million for additional nursing positions through the SUN Partnership Agreement.

The annual capital budget for 2008-09 was \$1.37 million. Overall, 85% of the capital budget was provided by funding from the Ministry of Health. The remainder of the funding was provided by various sources such as the foundations and municipal contributions. Approximately 9% of the capital budget was spent on medical equipment, 6% on diagnostic imaging equipment, 2% on beds, 5% on information technology, 3% on support equipment, 55% on capital projects and 23% on infrastructure projects.

FUTURE OUTLOOK / EMERGING ISSUES

The environment is continually monitored for changes that would affect the Region's ability to carry out our strategic plan or would require a revision of our strategic plan. A formal environmental scan is written annually as background for the annual strategic planning activities.

Significant Trends

The Region has identified several trends that will affect our operations for the next several years.

Population Changes- The bulk of Saskatchewan's population increase is in the Saskatoon Health Region, with smaller increases in the two northern Health Regions, to which this Region provides secondary and tertiary services. With the population increase concentrated in this Region, we are uniquely affected by Saskatchewan's population increase. There is increasing demand on all services from restaurant inspections, to well-baby clinics, to emergency and long term care. The Region's population increase, particularly the increase in the numbers of persons over 65 years old, will affect demand for health care in the Region. Again, the population increase for persons over 65 is significant not only because of how large it is, but also because access to long term care is already one of the most significant access issues in the Region. It is imperative that the Region plans how to keep those persons healthy and how to provide care when, of course, despite best efforts, elderly people will require care.

The increase in young adults moving to Saskatoon is seen in the recent increase in the birth rates. It is perhaps too early to know exactly how that trend (if it is a trend) will affect demand for health services. Certainly the obstetrical unit has seen changes in demand for labour and delivery services.

Recruitment and retention- The demographics also imply that having sufficient staff to provide care will be a challenge. Despite outstanding work on recruitment and retention in 2008-09, this will continue to be a significant factor in our planning. Significant for work force planning is the different demographic pattern for Aboriginal people compared with non-Aboriginal people. With the largest group of Aboriginal people being under 14 years old, the Region has been busy working together with Aboriginal organizations to assist Aboriginal people in meeting job qualifications and create an environment in which Aboriginal people choose to work in the Region.

Information technology and the Electronic Health Record- Investment in IT infrastructure and the move to an electronic health record is now deemed as very urgent and highly desirable by care providers, clinicians and patients. The emphasis on patient safety and quality improvement has served to heighten our awareness of the many gaps, errors, duplication, rework and inefficiencies that exist in a paper based system. Obtaining solid data to make worthy changes in the system is hampered by the lack of data and the expense in retrieving this from a paper system. The Region has invested time and consultation in developing an IT strategic plan and a clinical vision for an electronic health record. Substantial investment in the Region's electronic health record and the required clinical change management is urgently sought. The buy in and engagement of clinicians is high and the time to engage in this major change and investment is now.

The Burden of Chronic Disease- Canadians with chronic health conditions use a disproportionate share of health care resources: "the one-third of Canadians with one or more of seven high-impact, high-prevalence chronic conditions use 67% of all visits to community nurses, 51% of all visits to family doctors, 55% of all visits to specialists and 72% of nights spent in hospitals."¹ "The quality of chronic illness care in Canada could be greatly improved: less than half of Canadians with diabetes, for example, get all the laboratory tests and procedures that experts recommend to prevent complications of the disease."² "There is tremendous opportunity to reduce the burden of chronic disease. According to the WHO, 90% of type 2 diabetes, 80% of coronary heart disease, and one-third of cancers globally could be avoided if we all ate a healthier diet (less salt, sugar, and fats; more fruits and vegetable), got more physically active and stopped smoking."³

Specific chronic diseases with increasing prevalence include diabetes and HIV. It is important to both prevent and provide adequate treatment for diabetics to avoid long term adverse consequences such as renal disease, vascular and cardiac disease. The increase in HIV is primarily among intravenous drug users. Providing care to this group is complex.

Pandemic planning- For many years, the health care system has been in various stages of planning in relation to the potential of a pandemic outbreak. Currently the World Health Organization has moved to a Level 5 on their six point scale due to the Influenzae A H1N1 epidemic. We are still in the very early stages of this disease and it remains to be seen the level of illness that Canada will experience.

Risks

Based on the significant trends the Region faces a number of risks.

Recruitment and retention- While staffing concerns are great, significant work is being done by the People Strategies portfolio to ameliorate the situation. This will continue to be a focus for activity in the Region.

Over the past twelve months, SHR has focused efforts on the development and the implementation of a sustainable, joint SHR-College of Medicine Medical Human Resources Plan (MHRP). Combining this initiative with other focused efforts, the SHR has experienced considerable success in physician recruitment and retention in the past fiscal year, welcoming 61 new physicians to the SHR, resulting in a net increase of 2.5% to our permanent Practitioner Staff. Specific successes include stabilizing hematology services and partnering with the College of Medicine and the Royal University Hospital Foundation for the provision of Fellowship support to Physicians who, upon completion of their training, will bring additional specialized expertise to the SHR in the near future. Recruitment and retention of rural family practitioners continues to be a challenge.

The Saskatoon Health Region and SUN (Saskatchewan Union of Nurses) committee is working collaboratively towards engaging in innovative and creative initiatives that ensure our patients/clients/residents and communities have the nurses they need. The role of the committee is to work together to identify opportunities, determine priorities, develop options, seek funding and jointly implement initiatives that address RN/LPN retention and recruitment issues. Successful nursing recruitment and retention initiatives will contribute to positive patient-centered care.

¹ Health Council of Canada. (2007) Why Health Renewal Matters: Learning from Canadians with Chronic Health Conditions. Toronto: Health Council. www.healthcouncilcanada.ca p. 8

² Ibid p. 12

³ Ibid p. 20

Managing demand for service- At present there are significant pressures on various parts of the system, in particular acute care and long term care. There is also unmet demand for service in the community, but difficulty accessing service in the community is not highlighted by the media. Quality improvement efforts and implementing lean methodology will assist the Region in meeting demand. Participation in Quality as a Business Strategy and Releasing Time to care are anticipated to assist in creating an efficient system that can better meet demand.

An increased birth rate has affected the demand for service in maternity services. Efforts are underway to handle this; it may be difficult without additional funds.

Access to long term care is an area where capital investment will be needed as well as investments in maintaining and improving the health of the older population.

Global economics- Saskatchewan has a commodity based economy; a world wide recession will affect Saskatchewan. The Region cannot expect the past level of increase in health budgets to continue. Again quality improvement and use of lean methodologies will assist the Region in providing service within greater financial constraints.

Inadequate Information Management System- The Region does not have a comprehensive approach to managing information. Information Management describes the means by which an organization efficiently plans, collects, organizes, stores, controls, uses, and disposes of its information. This enables the support and delivery of quality services by addressing the value, quality, ownership, definition, use, and security of information in the context of organizational performance. The absence of a systematic and coordinated approach to Information Management leads to gaps in captured data, duplication of effort to capture data, issues with accessibility of data in a timely fashion, and issues with the quality, accuracy, reliability, validity, and integrity of data. For example, Hospital Standardized Mortality Ratios take a long time to receive. Data are about a year old, so decisions on how to improve care are based on data which may no longer be relevant. Other data are unavailable because it must be collected manually and there are insufficient resources to support manual collection. For example, the lack of a Human Resource Information System results in time consuming manual data collection on a number of human resource indicators such as monitoring position vacancies and recruitment and retention targets. With the emphasis on Transforming the Work Experience, it is difficult to track actual progress toward meeting goals without an appropriate information system to capture necessary data. Without accurate, appropriate, and timely information, it is difficult to make wise decisions. The investment in a clinical information system for all care sectors, in addition to the development of the supporting Information management system would radically improve this gap in our current operations.

Anticipated performance in the future

Performance in the future will be affected by many factors.

Balancing acute care and other service demands- If the Region wishes to influence the health of its people, it must balance the demands of acute care and the need to invest in other parts of the system to reduce demand on acute care. The Region continues to focus on primary care, and chronic disease management to support maintaining people in their homes while striving to meet the acute needs of patients presenting to our system. The acute care system remained pressured throughout this past year, with high demands for service throughout the year. Our colleagues across the country report similar experiences and pressures.

Infrastructure deficit- The Region faces a significant infrastructure deficit. As part of a provincial review conducted by the consulting firm VFA Canada Inc. and completed in 2007, we assessed the condition of all of our buildings (urban/rural, acute care/long-term care, SHR-owned and affiliates). Though \$31 million in infrastructure funding has been allocated by the province to address deficiencies in buildings through their Ready for Growth initiative and \$200 million has been earmarked for the Children's Hospital, the needs continue to grow and therefore the infrastructure deficit will remain for some time. The other part of the infrastructure deficit involves Information Management systems, Information Technology and the Electronic Health Record. Investments in these supports are critical for the Region to ensure the provision of safe and efficient patient care.

Patient First Review- The Region supports the work of the Patient First Review and its commissioner Tony Dagnone. Management and front line staff members have provided input into the administrative review being undertaken by the Commission. The Region also awaits the findings related to the patient experience being solicited by the Commission. The results of these two reviews will significantly influence policy, programs and practices throughout the health system when they are released later in 2009-10 by the Minister of Health.

Increasing rigor in planning and performance management systems- The Region is becoming more rigorous in its planning processes, its determination of direction and measurement of success. A committee has been working for over a year to develop a framework for a performance management system. This group continues to work with appropriate partners within the Region in choosing indicators. Improving the rigour of planning and measuring has been and will continue to be an evolutionary process. All of these endeavours bode well for improving the Region's performance in providing care to our catchments area, which for some tertiary services, include the whole province. Participation in Quality as a Business Strategy (funded by the provincial government and administered by the Health Quality Council) is anticipated to be a significant positive influence on lifting the Region's performance to another level. Another influence on the acute care side will be the implementation of Releasing Time to Care.

The Region has made strides in several areas of performance simply by being more purposeful about setting and achieving targets. As we become more proficient in planning and performance management we anticipate providing an ever improving level of service to the people in Saskatchewan. Indeed the Board, staff and physicians of the Region are committed to our strategic plan to transform the care and service experience, transform the work experience, partner for improved health for Aboriginal people, build a sustainable, integrated system and foster research, learning and innovation.

GOVERNANCE AND TRANSPARENCY

The Saskatoon Regional Health Authority

The Saskatoon Health Region is governed by the 12-member appointed Saskatoon Regional Health Authority, which is accountable to the Minister of Health. At the end of 2008-09, the Saskatoon Regional Health Authority members were:

Jim Rhode, Chairperson
Colleen Christensen, Vice Chairperson
Gary Beaudin
Randy Donauer
Doug Finnie
Ross Huckle

Frank Lukowich
Don Ravis
Marilyn Scott
Mike Stensrud
Darcy Swiderski
Carol Teichrob

There was a significant change in the composition of the Saskatoon Regional Health Authority during 2008-09. The new Authority was at a full complement of 12 members beginning February 6, 2009 and was appointed by an Order in Council to a term not to exceed January 27, 2012. This initial term may be extended by the Minister.

For information on the Authority members, visit the Saskatoon Region web site:
www.saskatoonhealthRegion.ca.

The operation of the Saskatoon Regional Health Authority was supported by six Authority Committees during 2008-09: the Executive Committee, the Audit and Finance Committee, the Policy and Governance Committee, the Human Resources Committee, the Partnership Committee and the Stakeholder Relations Committee. Each Committee included three or more members of the Authority and had terms of reference defined in Authority policy.

The roles of the committees are as follows:

Executive Committee: Addresses emerging SRHA matters during the intervals between regular meetings.

Partnership Committee (SRHA and SPH): Provides oversight for the two organization's shared operational responsibilities.

Audit and Finance Committee: Oversees financial reporting process, business risk process and adequacy of internal controls, relationships with external and internal auditors, and compliance issues. Ensures management has effective systems of control. Facilitates the audit function.

Policy and Governance Committee: Leads annual review of Authority policies and bylaws. Identifies need for new policies. Monitors and reviews Authority performance and conducts formal Authority self-evaluation. Facilitates the education and professional development of the Authority and its members.

Human Resources Committee: Provide oversight for the human resource strategies and policies of the Saskatoon Region including CEO Evaluation.

Stakeholder Relations Committee: Assist the Authority to build and maintain stakeholder relationships in a strategic, planned and systematic way.

Relationships and Partnerships

Establishing, maintaining and enhancing relationships is central to the work of the Authority. In 2008-09, the Authority met with stakeholders through the course of the year, including the City of Saskatoon, the St. Paul's Hospital Board, the Joint Foundations and the Boards of our Affiliate organizations.

In 2008-09, foundations and other fund-raising groups continued to provide essential support in helping the Region to sustain and enhance its operations and invest in capital infrastructure improvements. The Region benefits from the generous efforts of these entities in both rural and urban communities. A quarterly Joint Foundation Forum continues, including the Chairpersons and Chief Executive Officers of the Authority and St. Paul's Hospital Board and the Chairpersons and Executive Directors of the three Saskatoon acute care foundations and the Children's Health and Hospital Foundation. Work continues related to common policies and joint funding efforts.

The Region continues to engage our union colleagues in a collaborative manner. This year we will focus our attention on working with SAHO to negotiate a fair contract with our SEIU and HSAS colleagues. In addition we will respectfully engage in meaningful discussions about appropriate levels of essential services based on the provinces new essential services legislation.

The Region will also work collaboratively with our Saskatchewan of Union Nurses colleagues on the provincial SUN/Government Partnership Table and at our local SHR/SUN Recruitment and Retention Committee. The local SHR/SUN Recruitment and Retention Committee is relatively new but already the team has established a strong rapport and identified retention as being a priority for working with our local RNs and RPNs.

Accessibility, Accountability and Transparency

The Authority remains committed to ensuring it has a presence throughout the Region. Accordingly, one regular Authority meeting was scheduled outside of Saskatoon in 2008-09 at the Whitecap Dakota First Nation in June 2008

The Saskatoon Regional Health Authority is responsible for maintaining and enhancing public confidence in the health care system and in the Region. This is done in a variety of ways from ensuring timely access to quality services and being sound stewards of financial resources to the holding of regular public meetings and the profiling of the Region in 13 updates to the community titled the "Best of Health" that ran from October to December in the Saskatoon Star Phoenix and Global TV.

During 2008-09, the Saskatoon Regional Health Authority continued to take actions that support public transparency of its operations, including: advertising Authority meetings in community newspapers; issuing media advisories on Authority meetings and agendas; posting on a website the Authority meeting dates, minutes and information on Authority members; holding regular business meetings in public; reporting on Authority activities in the Region's internal and external newsletters; issuing press releases for key announcements; and being responsive to media requests for information that are directed to informing the public.

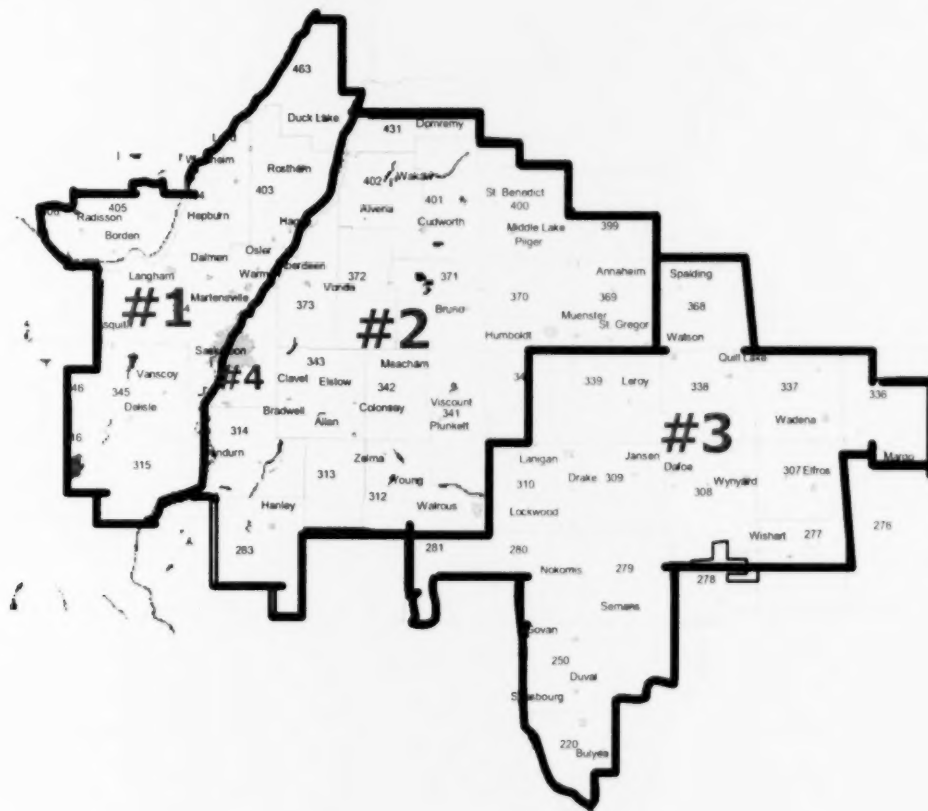
As part of a continuing process of enhancing accountability reporting, during 2008-2009 the Saskatoon Regional Health Authority continued to receive quarterly reports based on a governance and executive level performance scorecard for the Region. This reporting was aligned with the provincial quarterly performance dashboard reports on all Regional Health Authorities.

Community Advisory Networks

In 2001, the Government of Saskatchewan's **objectives** called for the formation of Community Advisory Networks in Regional health authorities throughout the province. In 2002, the passing of **The Regional Health Services Act** brought 12 Regions into existence and mandated them to establish Community Advisory Networks to advise on planning for the provision of health services. Following is a map of the 4 community advisory networks located in the Saskatoon Region.

The Saskatoon Regional Health Authority appointed interested members of the public to form four Community Advisory Networks, organized geographically – three encompassing rural areas and the fourth being the City of Saskatoon, as indicated in the following map.

Community Advisory Networks have not been active this year, however, the Region is re-visiting the situation with the intent to have more active Community Advisory Networks.



PAYEE DISCLOSURE LIST

Payees are listed in three categories with information provided as follows:

Category	Information to be included
Personal services	<p>Disclose the name and amount paid to individuals of the RHA who received salaries, wages, bonuses, honoraria and compensation for personal service. This category includes unionized and non-unionized employees, senior management (that are also included in Schedule 5 of the Audited Financial Statements), and contracts where an 'employee/employer relationship' is established. The amount paid includes the following:</p> <p>Salaries: Stated salaries include all payments made to individuals throughout the fiscal year and are not restricted to base salary payments. Payments included in the figure are as follows: regular base pay, overtime, lump sum payments, honoraria/retainers/per diems, severance pay, non-taxable career assistance, education leave allowance, taxable employee education expenses, car allowances, and any other direct cash remuneration including sick leave, short-term disability, vacation, and differentials.</p> <p>Contracts: the total amount paid (over the threshold) if an 'employee /employer' relationship exists. If the relationship does not exist and the payment is over the minimum threshold, report the amount as a 'Supplier Payment'.</p>
Transfers	<p>Disclose the payee's name and amount paid for each payee receiving payments for: program grants, funding, foundations, donations, sponsorships and Health Care Organizations, over the minimum threshold. Do not disclose details for programs of a confidential and personal nature (e.g., individualized funding for home care lists the program name with a total of payments greater than \$50,000, not the total for the program). Transfer amounts for each Affiliate equals the total grant (or funding) less the amount recorded in the previous section for personal services for that affiliate.</p>
Supplier payments	<p>Disclose payee's name and amount paid for the provision of goods and/or services to the RHA. Also, include contracts over the minimum threshold of contracts where an 'employer/employee' relationship does not exist.</p>
Other Expenditures	<p>Disclose payees name and amount paid for expenditures of the RHA above the threshold not included in other categories.</p>

Name	Total
AADLAND, MICHAEL	59,097
AARON, TRACI	53,451
ABBS, ANNA MARI	70,369
ABDELLATIF, TREENA	89,189
ABELE, BARBARA	98,829
ABTOSWAY, LANA	78,438
ACHILLES, SHEILA	118,807
ACHTEMICHUK, ROSE	81,582
ACTON, BRYAN	119,026
ADAIR, ALLISON	72,181
ADAIR, MARY	68,772
ADAMS, DERLE	85,299
ADAMS, JOY	96,014
ADAMS, MARLISS C	55,990
ADAMS, NORA	51,406
ADAMS, TAMARA	73,906
ADAMSON, CHERYL	83,088
ADHANOM, GHENET	73,366
ADRIAN, CARYN	68,715
AFSETH, AMANDA	69,337
AFSETH, BARBARA	63,200
AGNEW, BETTY LOU	81,879
AHMED, JENNIFER	74,057
AKISTER, TERRENCE	75,827
AKRE, LILLIAN	53,744
ALBERT, LINDA	89,799
ALBERTS, ALICE	54,696
ALBERTS, LORRIE	68,787
ALBERTSON, WENDY	68,081
ALBUS, WARREN	82,879
ALFORD, TRACEY	85,447
ALKESTRUP, AMANDA	75,731
ALLAN, PATRICIA	67,750
ALLEN, CAMERON	96,992
ALMASI, BRIANNE	72,092
ALMQUIST, INGER	83,421
AMOA AMPAH, JANE	62,762
AMY, EILEEN	63,645
AMY, EUNICE	50,251
ANDERSON, AILEEN	60,824
ANDERSON, CAROL	57,325
ANDERSON, CATHERINE	58,959
ANDERSON, CORINNE	107,460
ANDERSON, DARCIÉ	62,472
ANDERSON, DEBORAH	62,294
ANDERSON, DENISE	79,915
ANDERSON, DON	55,643
ANDERSON, ELAINE	84,933
ANDERSON, HELEN	84,272
ANDERSON, JAN	72,756

ANDERSON, JOANNE	58,348
ANDERSON, LEEANNA	88,038
ANDERSON, PAM	73,673
ANDERSON, TROY	76,402
ANDRADE, CELINE	87,022
ANDREAS, BRENDA	70,201
ANDREEN, WANDA	73,651
ANDRES, LYNDA	57,837
ANDREWS, JEAN	97,150
ANGELSTAD, BRENDA	90,041
ANGLE, AMANDA	70,840
ANTHONY, SHEILA	71,081
ANTONY, TRACY J	65,398
ANTYMNUIK, ANDRIANNE	80,161
ANWEILER, JANICE	75,984
ANWEILER, JANICE	58,227
APOLONIA, SHELLEY	76,468
APPL, RUTH ANNE	97,152
APPLETON LEGGE, SYLVIA	78,941
APRIL, CLAUDE	54,933
ARCHER, JUDY	120,164
ARCHER, TIM	110,733
ARCHIBALD, DOUG	83,742
ARDELL, MARY ANN	93,950
ARENDT, LAUREL	84,654
ARMBRUSTER, CANDACE	73,788
ARMBRUSTER, PATTI	83,648
ARMBRUSTER, TREVOR	90,651
ARMSTRONG, EDITH	79,485
ARMSTRONG, LAURA	83,232
ARNOLD, CHRIS	92,363
ARNOLD, DONNA	79,355
ARNOLD, JANICE	88,481
ARNOTT, JANET	78,921
ARTHUR, MAUREEN	71,142
ASCHIM, DAWN	69,701
ASHFORD, DEREK	64,682
ASHLEY, VIVIAN	80,382
ASHWORTH, BARBARA	71,125
ASKWITH, MAXINE	52,643
ASMUNDSON, BARBARA	77,324
ASPINALL, CESIA	69,517
ASPINALL, LETICIA	67,134
ASSIOBO, TAMMY	50,725
ATENDIDO, PHOEBE	76,020
ATHMER, LANCE	92,707
AUDET, SUZANNE	91,307
AUGUSTINE, DONALEA	84,353
AUSTIN, RUTH ANNE	52,667
AVANT, MORGAN	61,167
AYALEW, IRIS	61,985

AYE, AYE AUNG	80,951	BARTSCH, HEIDI	82,781
AYERS, CRAIG	96,764	BARTSCH, JENNY	118,515
BABA, NICOLE	58,329	BARTSCH, LAURIE	72,939
BACANI, ANABEL	82,065	BARTY, JO ANN	53,843
BACHIU, LINDA	53,462	BARUT, ALICIA	52,314
BADER, JOANNE	51,780	BARYLUK, LORRIE	82,319
BAEK, CHAIEUN	53,157	BASCHUK, SELENA	52,976
BAERG, KAREN	60,879	BASSET, JODY	50,018
BAERG, RON	70,203	BASSET, KARINA	64,086
BAHREY, SUSAN	70,926	BASSINGTHWAITE, KAREN	83,457
BAILEY, MARILEE	55,758	BAUER, JENNIFER	59,940
BAILLARGEON, DARLENE	69,882	BAULE, CATHERINE	66,174
BAKARE, ADEBAYO	60,935	BAUMAN, MELANIE	59,536
BAKER, JENNIFER	73,016	BAUMUNG, DAVID	54,946
BAKER, KATHLEEN	66,345	BAXTER, GLEN	89,790
BAKER, LINDA	55,158	BAYDA, JUDY	55,576
BAKER, THOMAS	82,955	BAYNE, DOLORES	76,447
BAKOS, BRIAN	79,482	BEACH, LAURA	71,119
BALDWIN, EUNICE	54,960	BEAL, MICKELLE	61,368
BALEZANTIS, RON	113,856	BEALLIE, RHONDA	65,861
BALISKI, RYAN	122,560	BEARSS, MARK	73,897
BALL, JOANNE	50,673	BEATON, ANNAMARIE	102,227
BALLANTYNE, TONIA	57,929	BEATTY, EDNA	64,898
BANDA, EILEEN	96,072	BEAUCHAMP, LAURIE	67,577
BANKS, GAIL	88,181	BEAUCHEMIN, GRANT	55,111
BANTON, SUSAN	55,003	BEAUDOIN, JEANNE	71,348
BARABASH, WADE	56,951	BEAUDRY, YVONNE	76,484
BARBER, CASSANDRA	109,591	BEAULIEU, GISELLE	83,209
BARBOLUK, PETER	77,839	BEAVIS, BONNIE	53,142
BARDON, REY	63,648	BECK, ADAM	71,690
BARILLA, MARYLEE	84,339	BEETON, SHEILA	85,484
BARKER, BRYAN W	53,381	BEISEL, MAUREEN	99,897
BARKER, SHIRLEY	68,702	BELCHAMBER, COURTNEY	64,821
BARKMAN, JUDITH	50,624	BELIVEAU, SUSAN	81,781
BARKMAN, PATRICIA	98,018	BELL, BETTY	85,671
BARLOW, AMBER	65,880	BELL, KATHY	93,215
BARLOW, MARILYN	101,413	BELL, LARRY	63,577
BARNES, JANET	64,277	BELL, RUTHANNE	120,083
BARNHILL, KAREN	96,997	BELL, SYDNEY	51,020
BARNSTABLE, STEPHANIE	65,460	BELOF, ROSE	60,339
BARON, OREST	79,765	BELTON, GERALD	83,723
BARR, CINDY	85,942	BENALLACK, MAUREEN	53,877
BARRY, HEIDI	50,189	BENDER, TYLAR ANN	58,005
BARSALOU, ANGELA	80,904	BENDIG, SHIRLEY	73,829
BARSS, BARRY	77,622	BENKIC, DONNA	57,297
BARTEL, CAROLYN	68,325	BENMERROUCHE, MELANIE	91,979
BARTEL, DARLENE	97,172	BENNETT, ELAINE	67,660
BARTEL, MAUREEN	93,015	BENNETT, JANICE	81,183
BARTLETT, PATRICIA	73,265	BENNETTO, RAMONA	55,973
BARTLEY, BRENDA	72,413	BENOIT, JANINE	222,075
BARTRAM, JOHN	77,283	BENSON, RANDALL	56,028

BERES, JULIE	65.067	BLAKELY, LYNETTE	83,479
BEREZUIK, BONNIE	66.023	BLAKLEY, BONNIE	176,099
BERG, AMANDA	64,552	BLAKLEY, TARA	75,404
BERG, DIANE	52,374	BLANCHARD, GLENDA	50,978
BERGEN, ANNETTE	68,150	BLANCHARD, STEVEN	63,076
BERGEN, GARY	54,421	BLATZ, MONIQUE	65,679
BERGEN, LISA	89,584	BLEAKNEY, DONNA	119,394
BERGER, JANICE	89,409	BLECHINGER, CRAIG	71,641
BERGERMAN, JOHANNA E	64,309	BLEIE, CORRINE	64,760
BERGERMANN, DONNA LEE	55,060	BLINKINSOP, EVELYN	50,479
BERGERMANN, NATALIE	58,866	BLEVINS, SANDRA	176,107
BERGLUND, CARMEN	78,027	BLEY, LONNIE	76,986
BERHE, KIDANE	59,331	BLINSTON, DANIEL	84,428
BERKOVITCH, OLGA	73,728	BLOCK, GERALD	113,696
BERLINIC, SHELLEY	64,919	BLOCK, GRACE	76,106
BERNARDO, ERROL	85,278	BLOCK, JANICE	72,105
BERNDT, TERA	70,512	BLOCK, JENNIFER	91,945
BERNETT, DALE	61,089	BLOCK, KEITH	84,499
BERNHARDT, DAVID	161,879	BLOK, CATHERINE	101,622
BERNIER, JANE	59,993	BLONDEAU, JOSEPH	171,027
BERRY, DARLENE	65,915	BLOOM, VERA	80,330
BERRY, SHEILA	53,206	BLOOMFIELD, SYLVIA	58,367
BERSCHAMINSKI, JUDY	50,759	BLUE, GRAHAM	79,835
BERSCHIED, CHELSEA	95,602	BLUMERS, JODY	65,375
BERSCHIED, CLAUDIA M	93,293	BLUMRICH, KARLA	56,535
BERSCHIED, YVONNE	90,715	BLYTH, REBECCA	60,963
BERTOIA, FRANK	78,424	BOBBEE, MEGAN	56,188
BERTSCH, BONNIE	68,650	BODE, TWYLA	54,647
BERZOLLA, BRIAN	80,550	BODEN, REBECCA	70,641
BESSETTE, JOANN	64,899	BODENSTAB, RASCHELLE	59,169
BETEMPS, VALERIE	72,946	BODNAR, BERNARD	73,680
BETHUNE, DARRELL	84,634	BODNAR, BETTY	53,344
BETHUNE, DIANNE	54,050	BODNAR, COURTNEY	58,464
BETKER, FRANCIS	62,209	BODNAR, ELAINE	50,882
BICHEL, JOSEPH	55,768	BODNAR HIEBERT, TERESA	65,561
BIEBER, JANE	75,821	BODNARCHUK, CHARLENE	81,464
BIEHN, REGAN	66,763	BODNARYK, GARRY	87,437
BILANSKI, SHARON	93,000	BOECHLER, BETTE	124,497
BILLY, DEBORAH	78,058	BOECHLER, DIANE	50,955
BIRD, CAMERON	88,663	BOECHLER, RHEA	57,430
BISHARA, FELICIA	63,237	BOEHM, KRISTINA	57,274
BISHOP, LESLIE	73,380	BOEHME, ANGIE	78,617
BISHOP, STANLEY	66,808	BOHLE, TAMI	67,175
BLACKWELL, PAT	54,649	BOJKOVSKY, CYNTHIA	50,203
BLACKWELL, VIOLET	58,056	BOLAN, JOAN	77,625
BLAIR, BRIAN	60,993	BOLDT, CHERYL	63,210
BLAIR, DOROTHY	58,948	BOLDT, ROBERTA	62,189
BLAIR, TIFFANY	79,054	BOLECHOWSKI, LORRAINE	89,520
BLAIS, ALETA	83,135	BOLLINGER, JONATHAN	86,275
BLAK, JEREK	72,846	BOLLINGER, SUSAN	51,313
BLAKE, RUTH	81,556	BOLTON, LISA	88,083

BOND, TAMARA	50,934	BRAZIER, BETTE	98,148
BONIN, CRYSTAL	76,294	BRECELJ, ELAINE	80,697
BONIN, GAYTAN	73,185	BREHER, KEVIN	75,404
BONLI, RUPAL	112,434	BREHON, BRENDA	70,324
BOOTH, CHERYL	84,932	BREIDENBACH, KAREN	79,586
BOOTH, LAURIE	96,883	BREKER, LAURIANE	55,750
BOSCHMAN, HENDRIKJE	63,287	BRENAUT, CHERYL	72,147
BOSCHMAN, JACQUELIN	60,393	BRENNAN, SIOBHAN	64,769
BOSER, ASHLEY	64,594	BREWSTER, CHERYL	105,272
BOSER, PATRICIA	96,522	BRIENS, JOAN	91,604
BOTHOREL, KATHRYN	79,590	BRILLANT, LYSA	62,190
BOUDREAULT, LYNN	96,071	BRINKMAN, AUDRA	66,416
BOURDAGES, WANDA	63,341	BRINKMAN, JULIE	64,995
BOURDON, KATHRYN	75,683	BRISCOE, WILLIAM	68,205
BOUSQUET, CATHERINE	72,468	BRISEBOIS, NANCY	84,629
BOUTHILLETTE, RHONDA	58,693	BRITTON, SUSAN	59,716
BOUVIER, RUTH	80,910	BRITZ, KENDRA	61,646
BOWDEN, JACQUELIN	52,528	BRODSKY, ROSE	63,183
BOWERING, KEVIN	53,244	BROMM, LEANNE	54,579
BOWES, SHANNON	53,442	BROOKS, MARK	60,009
BOWYER, SHIRLEY	79,788	BROOKS, WARD	74,639
BOYCHUK MCRAE, CINDY	83,164	BROST, CAROLINE	65,476
BOYD, RANALD W	70,177	BROST, RUTH	82,799
BOYD, SARAH	65,018	BROTZEL, MARLEEN	77,122
BOYER, KAREN	50,209	BROWN, AMBER	61,750
BOYES, BRIAN	78,157	BROWN, BRENDA	68,992
BOYKO, ROGER	65,808	BROWN, CARMEN	69,555
BOYLE, HEATHER	51,888	BROWN, CAROL	89,971
BOYS, DONNA	84,355	BROWN, EMERALD	70,737
BRAD RICHARDS, LAURIE	65,786	BROWN, KATHLEEN	70,097
BRADLEY, BRENDA	81,281	BROWN, RICHARD	57,604
BRADLEY, EARL	68,443	BROWN, SHAUNA	53,915
BRADLEY, JANET	51,132	BROWN, SHERRY	51,307
BRADLEY, SHIRLEY	60,328	BRUCE, JANICE	73,161
BRADLEY, TERRY LYN	50,936	BRUCE, MARIE	72,925
BRADSHAW, JOAN	78,052	BRUCE, PATSY	85,394
BRAITENBACH, LEONA	73,290	BRUCKS, SUSAN	94,005
BRAND, TRACY	98,839	BRUDEHL, MARJORIE	61,039
BRANDT, ARLENE	88,334	BRYANT, COLEEN	101,741
BRANTON, KAREN	86,751	BRYANT, LINDA	136,025
BRASH, WILLIAM	77,952	BRYDEN, CANDICE	108,809
BRASS, CHARLENE	58,529	BRYDEN, LINDA	57,699
BRAUN, BRENDA	54,911	BRYSON, ALMA	77,968
BRAUN, LINDA	58,815	BUBYN, BARBARA	51,351
BRAUN, LOUISE	92,400	BUCHAN, ANGELA	72,038
BRAUN, ORLA	80,411	BUCHHOLZ, BLAIR C	97,627
BRAUN, PATRICIA	82,303	BUCHINSKI, TAMMY	80,894
BRAUN, SANDRA	75,967	BUCHKO, PHYLLIS	75,557
BRAY, CAROLYN	87,932	BUCHNER, PETER	55,981
BRAY, SCOTT	60,077	BUCKINGHAM, SARA	76,622
BRAYSHAW, KIMBERLEY	81,210	BUCKLE, SHERRI	69,153

BUCKLEY, ALAN	119,523	CARLSEN, RHONDA	54,509
BUCSIS, LOUISE	70,715	CARLSON, KIM	58,897
BUDZ, MARK	87,960	CARLSON, MARION	58,735
BUECKERT, ANN	50,408	CARNAGO, PAULA	52,665
BUEHLER, COLLEEN	63,740	CARNEY, LAURA	77,038
BUELL, LAURA	52,835	CARON, PENNI SUE	89,550
BUETTNER, ADAM	85,018	CARR, BONNY	90,860
BUFFALO ROYAL, DEBORAH	55,363	CARR, GLADYS	60,486
BUHR, ANNAMARIA	81,887	CARPENTERS, KATHRYN	57,559
BUIS, JACQUELIN	67,152	CARSON, COLLEEN	50,420
BULMER, DARIN	61,663	CARSWELL, RITA	80,744
BUNKO, CHRISTINE	91,034	CARTWRIGHT, COLLEEN	80,669
BURGESS, JACQUELIN	60,351	CASEY, JACQUELIN	79,405
BURGESS, TRACY	82,179	CASOVAN, KATHRYN	61,635
BURGHALL, HOLLY	81,110	CATTON, LINDA	85,174
BURKART, KATHERINE	66,287	CAULKETT, SEAN	88,025
BURKE, AARON	72,129	CAVANAUGH, BRENDA	76,591
BURKE, CARLA	71,787	CEBULIAK, MAXINE	73,723
BURKO, DONNA	87,688	CENAIKO, BRENDA	55,860
BURNETT, ANDREA	58,208	CERKOWNIAK, GWEN	74,821
BURNS, BONNIE	83,246	CHABASSOL, ELIZABETH	82,307
BURRIDGE, MARILYN	80,244	CHABOT, KALI	65,775
BURTON, ANNABELLE	66,963	CHADNEY, JENNIFER	64,764
BURTON, VIOLET	75,739	CHALAZAN, WENDY	84,260
BURWASH, CONNIE	60,461	CHALIFOUX, DONNA	61,959
BUSBY, LEANNE	84,651	CHAN, BETTY	58,973
BUSCHMANN, GAIL	59,827	CHAN, KAREN	63,961
BUSHMAN, MARILYN	58,120	CHANG, YU TING	65,547
BUSSE, PATTI	52,700	CHANTLER, RENA	80,615
BUTTINGER, MARY	54,153	CHAO, CLAIRE	71,873
CADMAN, COREY	81,555	CHAPMAN, ELLEN	55,656
CALISSI, PIERA	103,684	CHAPMAN, GAIL	86,684
CALLAGHAN, DIANE	67,579	CHAPMAN, RENE	56,658
CALLBECK, LORNA	75,851	CHAPPLE, MARY ANN	50,934
CALLOWAY, BRENDA	61,292	CHARBONNEAU, DEANNA	63,853
CAMERON, BRENDA	69,972	CHARLEBOIS, CECILE	72,637
CAMERON, COLLEEN	85,654	CHARLTON, LINDA	72,612
CAMERON TURLEY, JENNIFER	75,535	CHARPENTIER, COLLEEN M	78,980
CAMPBELL, DONNA	70,962	CHARTIER, LORI	95,392
CAMPBELL, HEATHER	63,553	CHARTIER, SHARON	79,788
CAMPBELL, KRISTIN	72,445	CHATTERSON, PATRICIA	76,972
CAMPBELL, LINDA	57,864	CHAVEZ, MARIA	50,614
CAMPBELL, NADINE	68,336	CHAVEZ, MARY ROSE	63,073
CAMPBELL, PATRICIA	61,026	CHERPACHA, SHARI	80,495
CAMPBELL, SHIRLEY	80,962	CHEVRIER, PHILIPPE	54,652
CAMPBELL, SUSAN	78,088	CHILD, CHERYL	78,940
CAMPBELL, THERESA	55,852	CHILD, PATRICIA	82,500
CANNON, LLOYD	63,071	CHILDS, CARMEL	115,576
CANTIN, ALLISON	55,679	CHILDS, VIVIAN	52,503
CARDINAL, LOUISE	92,581	CHIPAK, MARTHA	67,553
CARLOS, BARBARA	80,040	CHIPAK, NATALIE	96,075

CHIPPERFIELD, KATHLEEN	84,216	COATES, JAMIE	77,341
CHIRPILO, SHELLEY	80,780	COCKRUM, BONNIE	51,129
CHISHOLM, KRISTI	91,283	CODE, ERIN	50,630
CHLAN, MALCOLM	91,426	COFLIN, MORGAN	57,225
CHMIL, JOANNE	52,602	COGHILL, CAROLINE	58,378
CHO, BORA	77,056	COHEN, BERNENE	58,775
CHOBOTUK, DEB	78,363	COLLIN, DONNA	70,235
CHOMETA, JAMES	83,866	COLLINS, BRENDA	60,645
CHOMETSKY, WILMA	79,057	COLLINS, CAROL	57,704
CHOMYN, JANICE	89,538	COLLINS, DARLA	79,208
CHORNEY, KATHERINE	69,744	COLLINS, RENAE	76,423
CHORNEYKO, PATRICIA	90,724	COLLINS, TRACEY	70,441
CHOUINARD, KAREN	62,335	COLLINS, VICTORIA	88,155
CHOVIN, LESLIE	70,743	COLTER, BRENT	54,411
CHOW, KAM	67,010	CONAN, JANET	79,830
CHOW, MORGAN	73,990	CONDLIFFE, KIMBERLY	57,513
CHRISTIANSON, CINDY	57,750	CONKLIN, MARY	55,001
CHRISTIANSON, KATHERINE	66,121	CONN, AUDREY M	81,379
CHRISTOPHERSON, MELISSA	59,133	CONNELL, KAREN	76,887
CHRONES, CATHY	103,655	CONNOR, BRIGITTE	70,912
CHU, CAROLYN	68,373	CONSTANT, BRIAN	56,196
CHUKWU, KINGSLEY	52,401	CONSTANT, MARLENE	89,867
CHURCH, MELISSA	77,552	CONWAY, JANE	61,705
CHURCHWELL, JUDY	77,827	CONWAY, SHIRLEY	86,383
CHUTSKOFF, PATRICIA	81,042	CONWAY, STEPHANIE	53,992
CHYKOWSKI, WARREN	77,942	COOK, GUY	64,840
CHYSYK, LOIS	70,536	COOLEN, KARYN	62,407
CLAASSEN, TRACY	86,255	COOMBS, MAUREEN	97,080
CLAFFEY, ANNETTE	84,673	COONEY, DOUGLAS	56,633
CLAFFEY, SCOTT	51,072	COOPER, BRADLEY	65,002
CLANCY, ANNA	55,929	COOTE, CATHERINE	91,446
CLANCY, SHEILA	74,209	COOTE, CHARLOTTE	66,655
CLANCY, VIVIAN	83,644	CORBEIL, JEANNELLE	87,530
CLANCY, WARREN	53,710	CORBETT, LYNN	87,291
CLARION, CHRISTOPH	66,702	CORBETT, TENNILLE	59,718
CLARK, BONNIE	58,375	CORDES, ANGIE	51,919
CLARK, LISA	65,067	CORNEY, PATRICK	72,987
CLARK, LIZANNE	50,648	CORNFORTH, LINDSEY	58,942
CLARK, PATRICIA	88,611	CORRIVEAU, NICOLE	57,571
CLARK, VIVIAN	77,345	CORRIVEAU, SIMONE	60,192
CLARKE, JO ANNE	52,904	CORTUS, MONICA	71,850
CLARKE, JUDY	55,186	COTE, COLLEEN	69,677
CLARKE, LORNA	143,350	COTE, KAROL	54,351
CLARKE, NADINE	81,132	COTE RESCHNY, KIMBERLEY	63,937
CLATNEY, RICHARD	59,784	COTTON, LYNNE	63,175
CLAY, DANA	70,953	COULDWELL, COLLEEN	87,986
CLEMENT, VANESSA	82,861	COULDWELL, MARGO	90,508
CLINTON, ANDREA	99,597	COURTNEY, SHARON	76,360
CLOSSON, JUDITH	87,207	COUTTS, MELANIE	67,398
CLOTHIER, KAREN	63,066	COUTURE, JOANNE	61,883
COAKWELL, APRIL	56,567	COUTURE, RITA	64,494

COWIE, AUDREY	57,185	DANYLIUK, JOANNE	75,255
COX, WAYNE	55,939	DANYLUK, PATRICIA	66,414
COZENS, CATHRYN	55,921	DANYLYSHEN LAYCO, TRACY	73,751
CRAM, KATHIE	72,596	DARBYSHIRE, RHONDA	68,627
CRAM, PATTI	64,976	DASH, DIANNE	75,649
CRASWELL, MARILYN	80,532	DASH, EARL	56,826
CRAVEN, BARB	59,113	DAVID, LESLEY	61,197
CREIGHTON, TRACY	54,621	DAVIDSON, AMANDA	51,620
CRESSMAN, GRACE	142,884	DAVIDSON, GAYLE	88,837
CRIPPEN, AARON	51,358	DAVIDSON, IRIS	86,179
CRIPPEN, SHARON	59,713	DAVIDSON, TERRENCE	92,999
CROMARTIE, JENNIFER	86,300	DAVIES, DANIEL S	118,990
CRONE, VALERIE	85,524	DAVIES, DAWN WYNN	59,734
CRONK, SHARON	63,813	DAVIES, J MAURA	309,246
CROSBY, SARAH	80,762	DAVIES, SANDRA	60,341
CROSSMAN, HEATHER	81,844	DAVIS, ALISON	50,244
CROSSMAN, HEATHER	52,102	DAVIS, DARCY	84,079
CROSSMAN, LOIS	62,625	DAVIS, ELOUISE	76,437
CROSSON, SHAWNA	58,944	DAVIS, PATRICIA	50,221
CROTEAU, ROBERT	51,939	DAVISSON, DOROTHY	80,364
CROWE, ALECIA	65,463	DAWSON, CHRISTINE	65,891
CROWE, MARK	97,641	DAWSON, HEATHER	68,572
CRUIKSHANK, BERNIE	71,972	DE BAKKER, BRENDA	78,087
CRUTCHLOW, TODD	84,208	DE BRUIN, PAMELA	87,205
CRUZ, JERRY	67,327	DEACON, MAUREEN	112,087
CRUZ, MICHELLE	66,754	DEBEER, JEAN	50,693
CRYDERMAN, KERRI	63,650	DEBIENNE, NICOLE	63,533
CUAMAG, GRACE	57,814	DECK, ALISON	72,961
CUGNET, NICOLE	67,829	DECORBY, GAIL	60,442
CULHAM, MICHELLE	64,474	DEGEN, RUTH	92,149
CUMMINGS, CHERYL	80,129	DEGOEDE, LAURIE	57,778
CUNNINGHAM, LINDA	52,740	DEIBERT, KEN	55,320
CURRIE, BARBARA	56,554	DEIBERT, LISA	93,464
CURRIE, TRACY	50,133	DEICHERT, VALERIE	54,498
CUSHWAY, LYNN	82,719	DEIGHTON, LORNE	55,968
CUSTER, BARBARA	76,627	DEIGHTON, MARNIE	52,581
CUTHAND, JOHN	60,782	DELAINEY, DONNA	68,288
CYR, DONNA	94,187	DELBRIDGE, IMELDA	57,257
CZEKAJ, LYNELL	57,425	DELLE CURTI, ANGELA	90,999
D ARNOT, DEBORAH	68,027	DELLE CURTI, WANDA	55,408
D EON, JOCELYN	70,960	DELLEZAY, GEORGE	83,955
DAGENAIS, RICHARD	83,599	DELORME, ARLENE	63,211
DAHLEN, DOREEN	51,881	DELORME, LEANNE	73,629
DAHLGREN, MARK	96,474	DELORME, SHELLY	76,005
DAKINIEWICH, MELISSA	53,280	DEMCZUK, SUZANNE	74,021
DALMAN, DIANE	58,810	DEMERS, FLORIDA	135,235
DALTON, SHIRLEY	77,703	DEMONG, NADA	82,301
DANELIUK, LEE ANN	67,534	DEMPSEY, CHRISTINE	69,345
DANGOR, JULIE	68,117	DENESIK, BEV	58,135
DANIELS, JULIA	87,938	DENESYK, LEANNE	58,742
DANYLCZUK, MICHELLE	62,507	DENIS, BERTHE	76,105

DENIS, NANETTE	74,859	DOEPKER, NATALIE	68,920
DENNISS, JUDY	50,782	DOGNIEZ, MYRNA	52,071
DENNY, BARBARA	94,817	DOIDGE, CONSTANCE	62,398
DENTON, JENNIFER	82,512	DOLAN LAPOINTE, LINDA	82,880
DENTON, MARY ANN	56,393	DONALD, BRENDAN	64,645
DENYS, FAYE	60,135	DONLY, DAWN	92,414
DEPPE STEWART, UTA	65,210	DORNAN, HELEN	81,753
DEPPELER, DAVID	82,048	DOSCO, BARBARA	53,885
DEPTUCH, LYNNE	77,206	DOUCETTE, DEBBIE	75,738
DERDALL, BRENDA	61,365	DOUGAN, JEANETTE	55,251
DERGOUSOFF, SHERYL	58,670	DOUGLAS, CHARLOTTE	81,661
DERKSEN, MELISSA	68,563	DOW, BRETT	77,118
DEROO, CATHERINE	52,938	DOW, CHERYL	62,666
DEROOSE, LORETTA	51,009	DOWN, DEBRA	69,293
DERRICK, BARBARA	58,066	DOWN, LISA	72,941
DESJARLAIS, TRACY	108,775	DOWNEY, SHARON	56,606
DESROSIERS, DEE	68,034	DOWNING, BRENDA	80,544
DEVEREUX, KAREN	102,412	DOYLE, MONIQUE	53,904
DEVRIES, ROB	83,719	DOYLE, SEAN	67,787
DEWEERT, ANNE MARI	70,277	DRAUDE, DONNA	84,382
DEWEERT, DOUGLAS	63,621	DRESSSEL, JENNIFER	59,071
DHAND, KIMBERLY	92,301	DREVER, EMILY	68,153
DIACON, LUCILLE	61,219	DREVER PURNELL, JANET	59,763
DICE, ENID	69,034	DRIEDGER, JOANNE	66,946
DICK, CAROLYN	78,252	DRIEDGER, KATHE	83,011
DIDUR, EDWARD	51,880	DRINNAN, TANYA	75,405
DIEDRICH CLOSSON, KARIN	61,517	DRIOL, CHRIS	71,103
DIEMER, MICHELLE	77,517	DRUMMOND, GREG	120,082
DIENO, ERIN	88,786	DRURY, EDITH	90,122
DIETRICK, STACY	84,422	DUBE, SOTHILE	66,251
DIGBY, ANNETTE	89,196	DUBKOWSKI, CHARLOTTE	61,909
DIGBY, BRIAN W	86,403	DUBOIS, GERMAINE	80,932
DILLMAN, CORI	58,981	DUBOIS, SERENA	72,223
DIMNIK, STANISLAU	75,722	DUCHSCHER, CHERYL	82,094
DINSMORE, CARISSA	50,754	DUCZEK, LAUREL	106,136
DIRPAUL, ALMA	73,572	DUECK, SHIRLEY	83,320
DIUDEA, DANA	295,498	DUENSING, MAUREEN	56,506
DIX, VANESSA	77,890	DUFF, CORINNE	91,059
DJKOWICH, DWAYNE V	88,757	DULOS, JOELLE M	74,980
DMYTERKO, CHRISTINE	53,536	DUMAS, DENITA	71,503
DMYTERKO, DMYTRO	50,008	DUNCAN, DAWN	69,840
DMYTROWICH, JEFFREY	81,809	DUNHAM, DONNA	53,162
DMYTRYSHYN, CARMEN	77,552	DUNLOP, TERRY	54,356
DMYTRYSHYN, SYLVIA	91,944	DUNN PIERCE, TANYA	94,467
DOBKO, TARA	63,857	DUNPHY, BOBBI	92,315
DOBMEIER, LORETTA	52,198	DUNVILLE, DEBORAH	57,070
DOBROWOLSKY, SHELLEY	58,716	DUNVILLE, IAN	67,992
DODDS, TERRY K	70,286	DUPONT, PAULA	57,714
DOEPKER, CURTIS	56,756	DUPUIS, DONNA	67,542
DOEPKER, FAY	64,856	DURAND, MARIE	73,565
DOEPKER, LISA	68,796	DURANT, RANDY	73,302

DURHAM, TRICIA	61,062	EMPEY, KAREN	86,831
DUTCHAK, JANE	87,671	ENGELE, ALANA	93,512
DUTKA, ALICIA	81,649	ENGELE, JOANNE	80,289
DUTKA, JANA	89,976	ENGELE CARTER, KARI	82,433
DVERNICHUK, KAREN	86,027	ENGLISH, IVAN	69,315
DYCK, BRIAN	72,532	ENNS, ANDREA	67,814
DYCK, KAREN	62,680	ENNS, CHRISTIAN	75,799
DYCK, LINDA	85,120	ENNS, GEORGE	59,209
DYCK, MARIANNE	61,599	ENNS, LYNN	53,348
DYCK, MARLENE	59,847	ENS, JACKIE	54,760
DYCK, MARY LOU	65,010	ENS, JEANETTE	108,823
DYCK BROCKMAN, CHERYL	57,348	ENS, NADINE	59,237
DYKHUIZEN, MELISSA	68,941	ENS, RUSSELL	55,318
DYKSTRA, DENISE	90,693	EPP, CAROL	58,869
DYKY, JAN	52,211	EPP, DEALLE	67,152
DYNA, DEBRA	68,972	EPP, RODNEY	97,736
DYOK, YVONNE	101,815	ERICKSON, CHERYL	71,087
DYRLAND, KAREN	85,832	ERICKSON, COLEEN	94,328
DZIADYK, JANET	105,590	ERICKSON, JOANNE	50,931
DZIADYK, RITA	76,520	ERICKSON, KIRSTA	68,313
EARL, JAMES	74,964	ERICKSON HEIDE, KAREN	57,417
EBENAL, COLLEEN	60,740	ERIKSON PECHEY, KELLY	77,545
EBENAL, SHELLEY	75,848	ERKER, DAWN	66,678
ECCLES, MYRNA	80,441	ERKER, LINDA	59,888
ECKLUND, ELIZABETH	83,723	ERMAN, CHARMAINE	58,753
ECKLUND, JOANNE	87,507	ESPESETH, PATRICIA	100,017
EDWARDS, JACKIE	64,272	ESSON, TANIA	91,714
EICHENDORF, ALLISON	61,652	EULALIA, LEONORA	64,118
EICHORN, TERESA	54,858	EVANS, BARBARA	116,215
EISCHEN, LISA	72,422	EVANS, DARCIA	86,005
EISCHEN, ROXANNE	85,505	EVANS, JENNIFER	78,960
EKLUND, MICHELLE	73,678	EVANS, MARIE E	87,810
ELASCHUK, MARYANNE	52,198	EVANS, NADINE	50,127
ELASH, BEVERLY	102,648	EVENSON, HILDA	52,161
ELASH, DEBORAH	59,318	EVENSON, JILL	56,917
ELASH, JOHANNA	77,969	EVERTMAN, IAN	60,708
ELCHUK, SYLVIA	51,164	EWEN, JANICE	55,535
ELDER, MICHELE	57,001	EWEN, MARLA	93,976
ELDERKIN, AMBER	66,199	EWERT, SANDRA	82,440
ELDSTROM, JO ANN	89,799	EZZAT, WENDELIN	273,294
ELEK, SHAUNA	82,276	FABIAN, VERONICA	97,401
ELGERSMA, WINNIE	75,953	FAFARD, JO ANN	74,731
ELIAN, NANCY	80,327	FAFARD, RHONDA	63,224
ELING, CRAIG	60,530	FAHLGREN, LAVERNE	94,545
ELKE, LAURA	76,520	FAIRBAIRN, PAMELA	57,926
ELLINGSEN, DOUGLAS	76,300	FALASTEIN, JENNIFER	59,969
ELLIOTT, ANTHONY	73,665	FALASTEIN, PATRICK	56,938
ELLIOTT, JULIE	94,487	FANDRICH, GUNTHER	54,393
ELLIS, JON	56,894	FARRELL, DARLA	88,267
ELMGREN, MARGO	91,168	FAST, ANGELA	63,354
ELVE, CAROL	55,033	FAST, GRAHAM	114,642

FAST, KATE	91,081	FLACH, DEBRA	69,432
FAST, KIM	58,404	FLACH, RON	57,521
FAST, WENDY	50,645	FLANDERS, KELSEY	64,905
FAURE, BARBARA	78,703	FLANDERS, ROBERTA	62,802
FAVREAU, ANNE	106,721	FLAVEL, JACQUELIN	83,070
FAWCETT, AMBER	53,129	FLEMING, CORY	50,062
FEDERKO, ADELINE	74,755	FLEMING, TAMARA	55,100
FEDERKO, DEBBIE	61,207	FLEURY, BEVERLY	53,346
FEDRAU, CURTIS	74,644	FLYNN, MICHAEL	76,462
FEDYK, BRIAN	64,693	FONTAINE, ANDREA	65,703
FEDYK, DONNA	78,106	FONTAINE, STEVEN	87,926
FEHR, DEBORAH	77,338	FONTAINE, SUZANNE	86,583
FEHR, DIANE E	63,989	FONTAINE, VICKY	70,206
FEHR, KARINA	66,761	FONTAINE, YVONNE	75,147
FEHR, LORETTA	72,674	FORBES, FRANCES	63,386
FEHR, TAMI	59,788	FORD, DEBRA	56,876
FELDBRUEGGE, WILLIAM	75,750	FORNWALD, MELODY	77,306
FELLING, JANICE	101,753	FORREITER, DOROTHY	75,183
FELTON, JANICE	90,584	FORSEILLE, LINDA	79,524
FENNER, YVONNE	122,584	FORTIER, NANCY	51,196
FENTIMAN, PENNY	64,630	FORTIN, CLEMENT	86,068
FERENCE, JEFFREY	59,149	FORTUGNO, RENEE	79,995
FERGUSON, BRENDA	93,963	FOSS, SUSAN	75,735
FERGUSON, MAUREEN	54,430	FOSSUM, BRITTANY	70,647
FERGUSON, MEGAN	58,179	FOSTER, BEV	88,604
FERGUSON SMITH, COLLEEN	93,225	FOSTER, CHRYSTAL	79,592
FERGUSON, KATHERINE	51,885	FOSTER, COLLEEN	73,216
FERRIS, DONEEN	56,058	FOSTER, KATHERINE	80,097
FICHTNER, THORA	59,282	FOSTER, KIMBERLY	70,562
FIDDLER, BETTY LOU	86,222	FOTH, BERNICE	84,059
FIDDLER, MARTIN	84,736	FOUNTAIN, FABIOLA	70,588
FIDDLER, NANCY	63,087	FOX, GAIL	64,887
FIEBER, MARLA	79,677	FOX REID, MARILYN	72,992
FIKOLOMA, RUTH	52,233	FRANCAIS, GARRETT	63,383
FILIPCHUK, CHARLOTTE	88,059	FRANCIS, BRENDA	83,929
FINCARYK, LINDA	80,993	FRANK, AGNES	50,345
FINDLAY, ANDREW	77,764	FRANK, KAREN	92,043
FIRBY, PATTI	55,010	FRANK, LISA	75,931
FISCHER, ELMA	102,788	FRANK, LORI	115,700
FISCHER, LORETTA	89,781	FRANKO, JOANNE	82,387
FISCHER, PAULETTE	56,639	FRANSOO, CHERYL	80,848
FISHER, EUNICE	65,884	FRASER, GRANT	82,826
FISHER, KELVIN	164,189	FRASER, STEPHEN	76,071
FISHLEY, RITA	54,636	FREDERIKSEN, WENDY	82,715
FISKE, DANIELA	67,441	FREDLUND, ROSALIND	68,595
FISUN, ALEKSANDR	75,275	FREILINGER, DIANNE	61,054
FITCH, RICHARD	68,107	FREISTADT, WANDA	67,325
FITZGERALD, BRENDA	201,141	FRERICHS, KATIE	84,878
FITZSIMMONS, LYNNE	58,936	FRICK ROZDILSKY, JANLYN	93,333
FITZSIMMONS, MARLENE	73,000	FRIES, AMBER	92,663
FIX, LINDSAY	66,946	FRIESEN, BRENT	58,345

FRIESEN, EDNA	81,008	GAUCHER, TRACEY	51,428
FRIESEN, EILEEN	50,590	GAUTHIER, DAVID	81,819
FRIESEN, LINDA	76,301	GAUTHIER, DIANA	76,557
FRIESEN, LORENA	53,428	GAUTHIER, MARIELLE	73,961
FRIESEN, LORI	72,308	GAWLUK, BRENDA	62,612
FRIESEN, MEAGHAN	66,513	GE, YAMEI	143,221
FRIESEN, MICHELLE	64,968	GEDDES, CHERYL	65,524
FRIESEN, MICHELLE	61,236	GEGNER, JOAN	95,263
FRIESEN, RUSSELL	59,218	GEIGER, DONNA	170,865
FRIESEN, SHANNON	72,608	GEISSLER, TIM	87,344
FRIESEN, STEPHANIE	56,115	GENEST, PEGGY	58,022
FRIESEN, VALERIE	95,895	GENEST, SHARON	77,142
FRIESEN, YVONNE	86,507	GENTES, ROB	101,477
FRISKO, RENEE	75,386	GENTNER, DARLENE	95,929
FROESS, MARK	87,011	GEORGE, ALEX	51,625
FROESS, TERESA	62,576	GEORGET, DEBORAH	58,235
FUESSEL, CONNIE	87,480	GEREIN, JEAN	75,312
FULFORD, MARILYN	83,712	GEREIN, QUINTINA	53,372
FULMER, CINDY	50,432	GERLINSKY, PEGGIE	70,941
FUNES, ELIZABETH	55,167	GERMAIN, BARB	85,998
FUNK, CHERYL	60,707	GERMAIN, CLAUDETTE	67,278
FUNK, LADONNA	76,961	GERMAIN, MARVIN	57,080
FUNK, LORI	69,083	GERMAIN, PENNY	95,900
FUNK, SANDRA	57,563	GERMAN, ROBERT	63,629
FURBER, RHONDA	62,895	GEROW, COLLEEN	51,765
FYSON, BRENDA	52,319	GERRARD, NIKKI S	117,852
GAGE, CHONA	87,527	GERSPACHER, KRISTINA	68,969
GAGNON, DALE	83,795	GERTKEN, LINDA	51,097
GALATIUK, SHIRLEY	81,311	GERVAIS, DWIGHT	70,695
GALENZOSKI, DEBRA	70,074	GERVAIS, LINDSAY	70,905
GALGER, KATHY	73,325	GERVAIS, THAINE	84,668
GALIDO, CONCEPCIO	54,496	GERWING, JULIE	67,140
GALLANT, LEE	86,133	GERWING, KATHERINE	86,997
GALLANT, STEPHANIE	50,016	GERWING, LINDSEY	56,891
GANDER, LAURA	83,742	GERWING, MARILYN	65,919
GANTEFOER, AMY	77,515	GIBLIN, TRAVIS	63,229
GAO, XIU LI	74,110	GIBNEY, LINDA	50,280
GARBE, JEANNETTE	61,019	GIBSON, BONNIE	59,993
GARBOLINSKY, DIANNE	62,349	GIBSON, DAVID	132,145
GARCIA, JOSEFINA	87,752	GIBSON, EILEEN	78,353
GARDNER, AARON	83,260	GIBSON, JULEE	93,719
GAREAU, LANA	73,735	GIBSON, LORRAINE	62,045
GAREAU, LYNETTE	64,217	GIBSON, MARILYN	56,610
GARGOL, LORIE	52,568	GIBSON, SANDY	93,970
GARTNER, LINDA	78,368	GIBSON, TERRENCE	90,896
GARTNER, STEPHANIE	69,983	GIBSON, WENDY	53,767
GASPER, LARRY	63,329	GIDDINGS, GAIL	59,574
GASPERS, JANICE	51,882	GIEG, TERESA	76,788
GATZKE, KAREN	59,505	GIESBRECHT, DELPHINE	63,872
GATZKE, SARAH	88,667	GIESBRECHT, RONALD	70,919
GAUCHER, ALICE	68,901	GIESBRECHT, VERA	62,716

GIGNAC, RAMONA	59,149	GOSSELIN, DIANNE	65,475
GILBERTSON, JOCELYN	59,494	GOULDING, KRISTINE	72,408
GILBERTSON, KRISTINE	78,012	GOWDA, LINDA	106,116
GILCHRIST, DAWN	67,765	GRABOWSKI, JOYCE	57,434
GILES, SHANNON	54,401	GRACE, MELANIE	87,212
GILHULY, DEBBIE	55,761	GRAF, DIANNE	74,336
GILLILAND, SEAN	72,456	GRAF, DOROTHY	57,369
GILLOTT, CAROL	84,599	GRAFF, RUTH	113,365
GINTHER, DEBRA	68,763	GRAHAM, AGNES	96,650
GINTHER, MIRANDA	52,014	GRAHAM, CINDY	88,744
GINTHER, RONALD	131,857	GRAHAM, ERIN	70,540
GIRLING, TRISHA	55,950	GRAHAM, MAUREEN A	82,328
GITLIN, NICOLE	51,453	GRAHAM, RHONDA	74,860
GIVEN, CHERYL	88,412	GRAHAM, TRENNA	54,835
GLAB, MELLISSA	74,323	GRAHAM WOLOSHYN,	
GLAB, MICHELLE	94,339	MARGARET	54,185
GLENNIE, SHEILA	100,517	GRANT, CAROL	78,848
GLOVER, MARK	67,150	GRANT, CHRISTOPH	98,623
GLOVER, NANCY	84,103	GRANT, CHRYSTAL	55,420
GLUM, HELENA	83,165	GRANT, DORIS	70,571
GLUM, SHELLY	51,360	GRANT, KATHERINE	53,728
GODFREY, DONNA	69,439	GRAUER, KAREN	98,660
GODSALVE, VALERIE	184,063	GRAY, GWEN	85,258
GOERTZ, PHYLLIS	87,995	GRAY, LORRAINE	55,427
GOERTZEN, LAURIE	67,576	GREEN, HEATHER	64,824
GOETZ, DOREEN	65,539	GREEN, KEVIN	53,407
GOLDADE, TRACEY	62,001	GREENE, CINDY	78,713
GOLDBECK, NICOLE	71,252	GREENOUGH, TIMOTHY J	110,606
GOLDFINCH, KELLY	59,509	GREENWOOD, LORRAINE	53,228
GOLDING, RONDA	55,696	GREER, DELLA	55,437
GOLL, GWEN	82,504	GREGORY, KEVIN	54,564
GOMEZ, JOSE	295,517	GREGORY, MICHELLE	53,107
GONNET, BECKY	67,744	GREVA, MELISSA	51,464
GOODFELLOW, MELISSA	62,144	GREYEVES, KAREN	87,711
GOODMAN, DAVID	109,341	GREYEVES, SANDRA	93,129
GOODMAN, GLORIA	78,521	GRIMARD, ANGELA	71,556
GOODMAN CHARTIER, SANDRA	70,950	GRIMARD, LESLEY	60,385
GOODMAN EIFLER, DAPHNE A	84,852	GRIMARD, RAYNALD	56,394
GOODMUNDSON, CAROLINE	63,284	GRISMER, SANDRA	58,903
GOODWIN, MELANIE	55,671	GROCHULSKI, ALEKSANDR	64,463
GOODWIN, SUSAN	82,607	GRONA, MONICA	55,846
GOOSEN, KIMBERLEY	68,870	GRONSDAHL, JODI	76,432
GORDON, JULIE	76,108	GRONVOLD, DARREN	84,495
GORDON, SHEILA	77,166	GRONVOLD, TRACY	67,502
GORDON, TREVOR	81,876	GROSS, JANET	62,431
GORE, BRENDA	57,717	GRUENING, KERSTEN	76,831
GORE, RICHARD	63,249	GUDJONSON, DONNA	66,535
GORECKI, LYNN	66,086	GUDMUNDSON, CAROL	87,565
GORECTKE, JO	55,251	GUDMUNDSON, DEBRA	130,239
GORGCHUCK, CAROL	83,382	GUDMUNDSON, EILEEN	58,192
GORKOFF, KAREY	65,161	GUDNASON, DOUGLAS	64,966
		GUENTER, HILDA	50,402

GUENTHER, M DAWN	78,714	HAMM, MYRN	97,574
GUENTHER, WENDY	62,791	HAMM, SANDRA	75,854
GUIDINGER, JOY	66,199	HAMMERLINDL, ANGELA	75,065
GUIGON, BONNIE	72,255	HAMOLINE, NORMAN	65,321
GUILLEMIN, VALERIE	67,610	HAMON, MARGARET	56,873
GUILLOU, DEBRA	72,014	HAMPTON, CARMEN	66,991
GUINA, KATHLEEN	89,071	HANCHEROFF, LISA	72,063
GULLACHER, JANELLE	60,557	HANCOX, ELIZABETH	83,369
GULLEN, KATHY	81,296	HANKE, KAREN	69,769
GULUTZAN, MELANIE	81,518	HANLON, KEVIN	78,547
GUNTHER, JOYCE	84,336	HANMER, STACEY	84,781
GUNTHER HANSEN, DEBORAH	72,224	HANNA, CHRISTINE	68,136
GURNEY, NELIA	65,391	HANNA, ERIN	77,901
GURRY, LOUISE	70,894	HANNAH, JILLIAN	57,967
GURSKY, JOE	55,204	HANNAM, DIANNE	88,311
GURSKY, SHERRY	53,364	HANNOTTE, ADELE	99,247
GUSE, TAMMY	63,265	HANSEN, CLIFFORD	77,907
GUSPODARCHUK, BERNICE	57,048	HANSEN, LAURA	60,578
GUTER, CYNTHIA	52,694	HANSEN, LORNA	73,495
GUTENBERG, VALERIE	80,144	HANSEN, STANLEY	73,996
GUZAK, JENNIFER	67,804	HANSON, BIANCA	80,285
GWILLIM, PEGGY	97,290	HANSON, JENEVIEVE	55,096
HABERMEHL, KENDRA	57,661	HANSON, LINDA	60,175
HABERSTOCK, GAIL	73,497	HANSON, NANCY	66,442
HACKETT, PATRICIA	80,646	HANSON, SPENCER	103,000
HACKL, CRAIG	68,285	HANTKE, BRENDA	94,516
HADUIK, KRISTAL	86,649	HANTKE, ERIN	69,250
HADUIK, SUSAN	85,571	HANTKE, JUDITH	52,086
HAFNER, TANYA	82,945	HAPP, JENNIFER	67,839
HAGEL, CAROLYN	66,106	HAPP, LORRAINE	83,255
HAGEL, JAIME	71,153	HARALDSON, PATRICIA	74,119
HAGEN, RHONDA	55,982	HARBIDGE, DEANNA	52,376
HAHN, CARRIE	56,827	HARDER, BERNICE	85,105
HALABURA, JUDY	63,556	HARDER, HELENA	54,931
HALABURA, RON	54,449	HARDER, THERESA	67,343
HALBGEWACHS, DEIRDRE	59,155	HARDER, TRACEY	69,843
HALBGEWACHS, SHAUNA	59,408	HARDING, DEBORAH	76,926
HALFERDAHL, SUSAN	61,907	HARDING, JANET	122,091
HALL, DEBRA	50,821	HARDY, AVIS	88,840
HALL, INDIRA	54,829	HARGRAVE, LORI	59,238
HALL, JANIS	92,089	HARLEY, DIANA	55,609
HALL, MAUREEN	54,576	HARMON ATKINSON, MONIQUE	57,924
HALPAPE, JOAN	87,175	HARNISH, MARY	86,354
HALSTROM, LORNA	78,737	HARPELL, STACEY	57,467
HALTER, GLENDA	60,728	HARPER, PATRICIA	77,570
HALYK, SHAYLYN	76,872	HARRINGTON, SHARON	80,507
HAMEL, JENNIFER	75,599	HARRIS, BARBARA	65,427
HAMILTON, DARWIN	53,903	HARRIS, DWAYNE	54,370
HAMM, BRENDA	58,403	HARRISON, MAUREEN	56,237
HAMM, COLLEEN	82,847	HARRISON, TERRY	57,149
HAMM, MARTHA	74,130	HART, BARBARA	56,824

HART, DANA	53,347	HERMANSON, LINDSAY	56,510
HART, KAREN	97,900	HERRERA, GLADYS	52,532
HART, PATRICIA	83,074	HERSHEY BERGEN, JULIE	76,493
HARTLEY, GINNIE	80,038	HERTZUM LARSEN, LOIS	73,666
HARTSOOK, CATHY	67,582	HESTERMAN, YVONNE	61,802
HARTWIG, SANDRA	64,603	HEUSDENS, CAROL	80,076
HARVEY, SHARON	115,724	HEWSON, JEANETTE	63,112
HASKEY, NATASHA	69,329	HEY, FRANCES	55,784
HATALA, JENNIFER	75,185	HEYLEN, DALE	116,069
HATTON, LEAH	65,845	HICKS, ALLISON	57,626
HATTORI, SUSAN	84,902	HICKS, DEBBIE	96,274
HAUBRICH, GEORGENA	86,970	HICKS, MARNI	65,231
HAUG, SANDRA	69,015	HIEBERT, LYNN MARI	62,589
HAUGHIAN, MARIANNE	50,100	HIEBERT, WES	70,250
HAUGRUD, DIANE	89,792	HIENTZ, VALERIE	70,307
HAVER, ANN	69,585	HIGGINS, ROBERTA	61,745
HAWKE, MARGOT	95,870	HIGGS, MARLENE	53,825
HAWKINS, ANNEMARIE	75,775	HILBERT, KATHLEEN	70,182
HAY, DEBORAH	102,259	HILDEBRAND, CONNIE	66,349
HAY, MARILYN	82,990	HILDEBRAND, RUTH	50,744
HAYDEN, DELLA	74,773	HILGERS, LEEANE	50,254
HAYES, BARBARA	105,022	HILKEWICH, MELANIE	77,750
HAYES, TERRA	66,832	HILKEWICH, TERRY	53,519
HAYWARD, COURTNEY	86,182	HILL, AUDREY	64,306
HEADLEY, TRACY	69,947	HILL, BRENDA	62,401
HEATH, JACKSON	53,766	HILL, DARREN	59,707
HECK, BRIAN	106,770	HILL, DIONE	52,262
HEDIN, NOLA	93,927	HILL, LIEZEL	65,607
HEFFERNAN, CELESTE	91,542	HILLIS, SARAH	97,351
HEFFERNAN, JUDY	97,887	HILLS, JANET	71,469
HEIDECKER, RACHEL	60,852	HILTON, CURTIS	61,486
HEIL, SCOTT	51,862	HINDMARSH, KAREN	74,503
HEILMAN, LEAH	95,168	HINTHER, CATHY	87,434
HEIN, BEVERLEY	84,333	HINTZ, PENNY	81,904
HEIN, NATALIE	60,069	HINZ, CAROLINE	53,619
HEINRICHS, KIP	73,468	HINZ, LOIS	60,220
HEINRICHS, PAMELA	83,778	HINZ, LORI	107,778
HEISE, JEANETTE	74,855	HLADUN, CELINE	56,012
HELMER, D ARCY	131,182	HNATUK, VALERIE	71,568
HELSTROM, STACEY	57,764	HNENNY, VERA	70,797
HEMINGSON, ELFREDA	52,699	HNETKA, JO	50,127
HENBURY, LOIS	57,806	HODGINS, IVY	72,439
HENDER, BONNIE	68,231	HODGSON, NANCY	56,977
HENDERSON, CHARLOTTE	61,793	HODGSON BURKART, DEBRA	59,651
HENDERSON, MARK	79,950	HODSON, MICHAEL A	89,287
HENLEY, CORYLYNN	98,930	HOFFART, EDWIN	83,742
HENLEY, VIONNE	52,554	HOFFER, DIANA	72,989
HENRY, CAROL	83,907	HOFFERT, CAROLYN	70,464
HENRY, KEVIN	67,471	HOFFMAN, MICHELE	71,173
HEPPNER, ANGIE	52,991	HOFFMAN, RALPH	94,391
HERGOTT, JOAN	70,321	HOFFMANN, IRMA	51,568

HOGAN, SANDY	61,176	HUBBARD, CAROLINE	113,115
HOGBERG, CINDY	62,319	HUBER, THERESA	70,136
HOGBERG, GAIL	52,780	HUBIC, KYLE	80,857
HOGEL, ROBERT	91,946	HUBICK, JENNA	52,434
HOGG, CHRISTA	63,371	HUBICK, SHERRI	66,112
HOHOL, DEMJAN	138,661	HUCKABAY, MELISSA	67,384
HOLAND, ANISSA	74,524	HUDSON, LEONA	90,679
HOLCOMB, VALERIE	98,536	HUEBNER, LISA	82,963
HOLIZKI, WANDA	80,910	HUMEN, VALERIE	88,318
HOLLINGSWORTH, JANA	78,611	HUMOL, ALMIRA	78,310
HOLMES, CINDY	68,954	HUMPHREYS, DARIN	95,476
HOLMES, DENISE	84,936	HUMPHREYS, JEANETTE	87,741
HOLLOWATY, JEAN	96,305	HUMPHRIES, LYNDA	58,871
HOLLOWATY, RENEE	80,684	HUNCHAK, AIMEE	60,018
HOLLOWATY, ROSALIND	51,564	HUNT, BEVERLEY	73,323
HOLSTEIN, JANELLE	78,606	HUNTER, DANIELLE	64,909
HOLSTEN, JACQUELIN	69,375	HUNTER, LESLEY	118,395
HOLTKAMP, YVONNE	72,484	HURLBURT, CONNIE	50,576
HOLTSLANDER, FRANCIS	75,827	HURTON, NICOLE	68,396
HOLTSMAN, PATTI	79,342	HUSAREWICH, DANICE	68,957
HONDROS, BRENDA	85,264	HUSSAIN, ALTAF	53,397
HONEYGHAN, HUIE	51,295	HUSTEJ, SUSAN	64,542
HOOD, BOB	65,149	HUSTON, ROGER	86,647
HOOD, GAYLE	64,890	HUTCHINSON, CLOVER	80,370
HOOPER, MARSHA	51,480	HUTCHISON, SHARON	92,300
HOPE, BONNIE	51,006	HUTTON, LEAH	53,025
HOPFAUF, JOE	59,352	HUTTON, STUART	129,427
HOPPE, CAROLYN A	91,612	HUYGHEBAERT, DARRYLYN	58,535
HORDAL, GAIL	79,373	HYLAND, BRENDA	83,261
HORLICK, ANNA	60,559	IFE, CHRISTIE	81,884
HORVATH, CRYSTAL	70,675	ILG, CRYSTAL	51,467
HORVATH, FAY	72,492	ILG, GERALD	59,730
HOSEGOOD, LINDA	110,551	ILKO, OKSANA	55,466
HOTZAK, YVONNE	78,206	INCH, ROXANNE	75,646
HOULE, BARBARA	65,438	INGLEBY, AMANDA	67,919
HOULT, LINDA	65,134	INGVARDSEN, BETTY	55,785
HOUNJET, CELINE	61,810	INSULL, KAREN	80,184
HOUNJET, LORIE	58,821	IRVING, HEATHER	57,276
HOUNJET, MELANIE	104,000	IRWIN, HELEN	85,493
HOWARD, AUDREY	74,347	IRWIN, SCOTT	88,068
HOWARD, DENISE	89,727	ISELY, DOUGLAS	70,152
HOWE, SHARI	76,073	ISLEY, MONA	78,704
HOWEY, LENORE	64,928	ISLEY, VIRGINIA	54,461
HRABOK, DIANE	72,760	IVLEVA, LIODUMILL	60,585
HRAPCHAK, CELESTE	76,218	JABUSCH, MELODIE	66,926
HRYN, DARCY	81,871	JACEK, CORRINE	113,133
HRYNIUK, ANGELA	54,302	JACKSON, JANET	50,931
HRYNIUK, CRYSTAL	82,425	JACKSON, LEONA	77,292
HRYTZAK, LORRAINE	52,848	JACKSON, MEGAN	58,976
HUARD, MARC	77,792	JACOBS, DONNA	75,751
HUARD, SHELLEY	76,191	JACOBS, MICHAEL	72,573

JACOBSON, DARLENE	83,949	JOHNSON, LORRAINE	71,318
JACQUES, MARGARET	70,625	JOHNSON, ORIOLE	68,959
JACQUES, SARAH	92,404	JOHNSON, PAUL	62,959
JAEB, IRENE	50,227	JOHNSTON, BARRY	51,652
JAGO, MARSHA	67,396	JOHNSTON, CHERYL	71,478
JAHNER UDEY, SHARLEEN	94,240	JOHNSTON, CLARE	79,927
JAMES, KYLA	73,414	JOHNSTON, EVELYN	69,424
JAMES, MICHAEL	66,031	JOHNSTON, FAYE	84,879
JAMES, SHAMUS	68,226	JOHNSTON, HALEY	71,878
JAMESON, ROB	61,950	JOHNSTON, HEATHER	74,791
JAMISON, ELAINE	84,604	JOHNSTON, LAURA LEE	83,385
JANKOWSKI, JUSTINE	61,609	JOHNSTONE, LORI	71,701
JANSER, MICHAEL W	81,865	JOHNSTONE, NICOLE	64,943
JANZEN, ANITA	62,992	JOLLY, SHELLEY	81,412
JANZEN, DIANNE	75,735	JONASSON, SHELLEY	92,509
JANZEN, NAOMI	89,171	JONES, KRYSTAL	72,308
JANZEN, RICHARD	56,650	JONES, MARION	69,118
JANZEN, TARA	54,238	JONES, NANCY	66,514
JANZEN, TRACIE	58,194	JONES, NOLA	93,365
JAROTSKI, JASON	74,639	JONES DEPTUCH, ELAINE	70,775
JASIENIUK, LEE	70,405	JORDAN, MICHAEL	98,159
JEANSON, JOYCE	62,489	JORGENSEN, BRYAN	83,724
JEFFERY, CATHERINE	98,661	JOUAN TAPP, DONNA	97,342
JEFFREY, SHANNON	67,088	JU, RONG	55,635
JELISAVAC, GORAN	86,604	JUDD, ANN	66,293
JENKINS, JILL	61,934	JULIEN, NANCY	74,574
JENKINS, KAREN	52,245	JULLION, SHALANE	56,502
JENKINS, SHELLEY	63,457	JUMA, HUSSAIN	83,728
JENNETT, LLOYD	71,553	JUNGWIRTH, PATTI	78,077
JENNINGS, JOANNE	57,914	JUNK, MAUREEN	72,738
JENSEN, BART	73,649	KAAR, JASON	51,716
JENSEN, BRENT	89,328	KABATOW, COLLEEN	86,898
JEON, HAEJIN	59,502	KACHOR, JUNE	52,952
JEONG, MISIL	78,850	KACHOR, MAUREEN	81,884
JEPSON, DEANNA	50,629	KACHUK, LAVINA	85,365
JERRADI, CHRISTINA	55,300	KACHUR, BARBARA	71,897
JESS, JAMES	54,225	KACHUR, ELLEN	98,043
JESS, KAREN	78,232	KADASH, NICK	64,218
JOBE, JANET	65,950	KAHOVEC, CHANTAL	58,965
JOHANNESSON, DON	55,046	KALINOGCHA, JAMIE	51,645
JOHNS, JANET	54,992	KALYNKA, CAROLINE	95,122
JOHNSON, COLLEEN	57,905	KAMINESKI, CHERYL	88,317
JOHNSON, DEBORAH	50,141	KANE, BONNIE	65,330
JOHNSON, DEBRA	74,521	KANHAI, GWENDOLYN	82,720
JOHNSON, ELLY	67,344	KANIGAN, NADINE	102,803
JOHNSON, FINDA	52,786	KARAKOCHUK, LAURINDA	81,076
JOHNSON, KELLY	81,582	KARALASH, DAWNA	55,187
JOHNSON, KWEKU	67,533	KARDASH, LARRY	54,239
JOHNSON, LANDON	70,834	KARLSON, CAROLYN	73,802
JOHNSON, LINDSAY	56,560	KARNES, LORI	89,791
JOHNSON, LORENE	75,458	KARPINKA, SUSAN	91,975

KARPPINEN, LESLIE	74,476	KINGSTON, SHARON	53,673
KARST, BLAKE	75,388	KINGWELL, VERA	72,690
KARST, COLIN	66,598	KIRK, AMY	74,490
KARY, SANDRA	51,679	KIRKHAM, JANICE	63,848
KASLAM, MAUREEN	85,833	KIRKLAND, BARBARA	103,270
KASMAIEFAR, FARZIN	67,163	KIRKPATRICK, JOAN	83,522
KATZENBERGER, RENE	56,365	KISSICK, NICOLE	63,724
KAUTH SOLMES, IRENE	58,228	KIZLYK, GAIL	66,741
KAUTZ, KATHARINE	90,820	KLASSEN, ALIYA	64,645
KAUTZ, SHAMALA	55,204	KLASSEN, ANDREA	85,473
KAWCUNIAK, LORRIE	53,915	KLASSEN, JONATHAN	59,097
KAWULA, KARYN L	88,836	KLASSEN, LAURA	68,066
KAYTO, DENISE	97,711	KLASSEN, LINDA ANN	76,950
KEBEDE, ATAKELT	53,534	KLASSEN, MARIE	62,353
KEDDY BREZINSKI, DAWN	68,707	KLASSEN, MEGHAN	77,270
KEELER, SUSAN	82,836	KLASSEN, MICHELLE	51,470
KEEN, HEATHER	64,770	KLASSEN, SHANNON	75,425
KEEN, JOHN	99,159	KLASSEN, VALERIE	87,919
KEEPING, KRISTY	67,728	KLEBAUM, NANCY	89,611
KEICHINGER, LYNETTE	61,658	KLEIN, JEANANNE	93,314
KEIL, ERIC	80,628	KLEIN, VIVIANE	55,058
KEINDEL, IRIS	87,925	KLEIN HEWITT, SHARON	65,258
KEINDEL, THERESA	56,661	KLINE, DAVID	108,075
KELLN, JOLANTA	80,635	KNAFELC, D LYNN	80,831
KELLY, JANICE	64,739	KNAUS, KATHLEEN	106,353
KELLY, JENNIFER	71,957	KNEZACEK, SANDRA	53,715
KELSEY, MELISSA	69,921	KNIGHT, DEANNA	61,207
KEMP, PAMELA	75,921	KNIHNITSKI, CHRISTINA	60,638
KEMPNY, KAREN	61,601	KNOBLAUCH, LIANNE	66,490
KENDEL, JUDY	52,669	KNORR, BERNIE	61,143
KENNEDY, VICKI	79,131	KNORR, BEVERLEY	58,981
KENNY, ABIGAIL	58,776	KNOX, MICHELE	57,072
KENT SMITH AMARA, MARIA LUI	84,669	KNUTSON, RENEE	70,982
KENWAY, KAREN	63,159	KOBACK, REAGAN	68,581
KEPLER, SALLY	57,571	KOHLE, GLENDA	92,973
KERNOHAN, JUDITH	58,084	KOHUT, JENNIFER	79,696
KERPAN, BONNIE	75,391	KOLBINSON, CHERYL	95,858
KESSLER, GWEN	83,697	KOLBINSON, JANICE	58,918
KEYOWSKI, THERESA	77,976	KOLBINSON, KAREN	69,307
KHAN, WALI	144,084	KOLLA, BRENDA	66,986
KIEFER, SIMONE	70,391	KOLLA, KATHLEEN	101,903
KILAND, LORELYE	78,570	KOMARANSKY, MARLA	71,895
KILDAW, SHIRLEY	77,793	KOMETSCHER, LYNN	76,957
KILPATRICK, MARTY	65,829	KONECHNY, LARK	55,500
KIMBALL, NICOLE	78,276	KONECNIK, LEESA	86,551
KINAR, KAREN	100,529	KONECNIK, TRENT	52,083
KINCADE, ALEXIS	85,350	KONG, NOEUN	65,970
KINDRACHUK, DONNA	125,396	KONKEL, ALISON	64,974
KING, HEATHER	52,068	KOOB ROACH, GWEN	60,621
KING, LORNA	62,509	KOOP, DWIGHT	73,634
KING, VERNA	66,264	KOOP, ELAINE	86,200

KOPECK, RICHARD	72,255	KRUGER, DARLENE	64,786
KOREC, JASON	68,058	KRUGER, DELLA	57,281
KORNDER, NOLA	82,911	KUEHN, KIM	80,203
KORNDER, ROY	68,433	KUIN, MARY ANNE	77,217
KORNELSEN, CHERIE	61,557	KUKURUDZA, PAULINE	62,799
KOROLL, SUSAN	76,312	KULING, PAUL	84,531
KOROLUK, JANINE	77,048	KULING, SUSAN	92,637
KORSBERG, EDMEE	107,045	KULYK, PATRICIA	106,057
KORTE, LIANNE	77,348	KUSHNIRUK, TRACEY	80,590
KORTE, SHERYL	55,273	KVINLAUG, DARLENE	50,789
KORTJE, SONIA	77,713	KWIATKOWSKI, BRENDA	89,737
KOSHELUK, SHERI	78,890	KWIATKOWSKI, KEVIN	66,633
KOSHINSKY, COLIN	56,266	KZYZYK, JOANNE	72,552
KOSHINSKY, DEBRA	106,738	LA, CHRISTINA	58,727
KOSHINSKY, VALERIE	81,359	LABAS, YVONNE	90,716
KOSKI, MARY	78,340	LABATT, BARBARA	52,546
KOSLOSKI, CAROL	67,542	LABORDE, CARRIE	50,076
KOSOKOWSKY, LINDA	65,220	LABRASH, LISA	67,436
KOSOWAN, TANJIA	76,263	LABRASH, MICHELLE	92,063
KOSTENIUK, LORNA	80,941	LABRASH, VALERIE	72,049
KOSTIHA, DEBRA	61,926	LABRECQUE, JANELLE	64,769
KOSTIUK, JUDY	63,321	LACEY, JAMES	84,497
KOSTIUK, ROBERT	61,327	LACHAPELLE, CONNIE	63,971
KOSTYK, BEVERLY	50,733	LACHEVROTIERE, ROBIN	52,812
KOSTYK, JOANN	89,192	LACKIE, NANCY	71,971
KOTELKO, AMY	55,794	LADOUCEUR, NICOLE	84,186
KOTELKO, PEGGIE	76,633	LAFRAMBOISE, SHANNA	82,589
KOTELMACH, DIANE	60,973	LAHEY WIGGS, CAROL	65,902
KOTYK, LYNN	72,161	LAHEY WIGGS, JOHN	75,801
KOTZER SCHACHER, DAPHNE	50,053	LAIRD, ALLISON	66,740
KOVACH, MARNIE	54,194	LAIRD, NORMA	81,042
KOWAL, KIRSTI	63,582	LAKE, DEBORAH	55,793
KRAFT, BRIAN	83,388	LALIBERTE, JACQUELIN	57,712
KRAFT, DOLORES	83,752	LALONDE, ALAIN	77,106
KRAL, MAUREEN	141,682	LALONDE, JEANNIE	78,939
KRAMCHYNSKI, DARREL	62,733	LALONDE, MARTIN	53,572
KRAMER, BETTY	62,208	LALONDE NICCOLI, DENISE	50,575
KRATCHMER, MARY	74,776	LAMARCHE, SUSAN	71,085
KRAUSE, SHANNON	52,972	LANDELL, PAMELA	73,227
KRAWEC, LAURA	66,757	LANDRY, SANDRA	52,459
KREUGER JONES, JUDY	65,182	LANDRY, SERENA	55,614
KRIEGER, ALAN	89,237	LANDRY, SHAN	176,097
KRIEGER, ELAINE	91,188	LANGAGER, LEANNE	54,133
KRIESE, BARBARA	72,997	LANGVIN, FRANCES	91,502
KROEGER, ARNOLD	70,949	LANGFORD, LEANNE	92,845
KROEGER, BRENDA	65,271	LANGSTON, PAMELA	56,912
KROEGER, JOY	84,117	LANSBALL, DOREEN	71,331
KROEGER, TERRY	98,021	LAPOINTE, LORIE	78,967
KROEGER, ROXANNE	78,619	LARMET, JOHN	90,410
KRUEGER, BRITTANY	59,093	LAROCQUE, HARVEY	72,481
KRUEGER, DEBORAH	77,438	LAROCQUE, JENNIFER	54,874

LAROCQUE, VALERIE	74,533	LEITE, ELAINE	68,099
LAROQUE, SHIRLEY	85,108	LEMESURIER, JENNIFER	78,194
LARSEN, SYLVIA	67,138	LEMSTRA, MARK	142,166
LARSON, BARB	54,302	LEONARD, MARIA	92,376
LARSON, CONSTANCE	65,476	LEONARD, SHANNON	56,952
LARSON, JENNIFER	77,215	LEONHARDT, DIANE	55,531
LARSON, KAREN	55,803	LEPAGE, BERNARD	69,215
LARSON, SHIRLEY	67,304	LEPAGE, CHANTAL	66,012
LASKOWSKI, ROBIN	57,577	LEPAGE, DIANNE	69,796
LATIMER, BRENT	70,473	LEPAGE, KENNETH	92,839
LATO, KIMBERLY	95,645	LEPAGE, TREENA	72,815
LATURNUS, VIVIAN	53,540	LEPITZKI, JUDY	96,173
LAUGHREN, ALLISON	50,766	LEPOUDRE, CHRISTA	66,214
LAUGHTON, THOMAS	54,013	LERAND, KASANDRA	103,429
LAUTNER, SYLVIA	55,447	LESKO, LINDA	63,409
LAVALLE, NORMAJEAN	57,201	LESLAR, TERRY	165,280
LAVERGNE, JOCELYNE	93,466	LESLEY, SANDEE	59,571
LAVERTU, DANNY	70,843	LESSER, WILLIAM	50,325
LAVOIE, JANET	73,837	LESSMEISTER, MARY ELLE	98,995
LAWRENCE, CHERIE	78,049	LESTER, BRYAN	67,737
LAWRIE, ANGELA	79,251	LETWINIUK, ELIZABETH	56,342
LAXDAL, LORI	60,707	LETWINIUK, SUSAN	54,928
LAYTON, GENE	96,135	LEUNG, AMY	59,733
LAZAR, MARILEE	96,120	LEUNG, ANNETTE	61,460
LAZARO, JESUS	65,020	LEUNG, LILY	76,765
LE ROUX, LIEZEL	63,072	LEUNG, SHIRLEY	85,496
LEANAY, COLLEEN	79,763	LEUSCHEN, GLENN	75,080
LEASK, BECKIE	59,341	LEUSCHEN, LAUREL	65,287
LEBEL, CRYSTAL	53,008	LEVESQUE, BARBARA	58,553
LEBLANC, NICOLE	58,257	LEVESQUE, KAREN	110,663
LEBLANC, SOPHIE	69,866	LEVESQUE, MARK	54,618
LECLAIRE ROACH, CANDACE	71,846	LEVY, ELIZABETH	57,238
LECLERC, CINDY	67,726	LEWIS, LINDA	79,780
LECLERC, KARINE	67,403	LEYDON, NOELLA	105,862
LEDDING, BRENDA	78,149	LIBADIA, ROSALYN	63,830
LEDRAY, RISA	58,968	LIBKE, DENAE	79,738
LEE, DONNA	88,121	LIEBELT, DWAYNE	76,035
LEE PELLETIER, KELLY	56,184	LIEBRECHT, STUART	91,162
LEEDAHL, STACEY	56,746	LIEN, MARY	50,994
LEEK, DEBBIE	83,742	LIGHTFOOT, FRANCES	117,116
LEEPART, HEATHER L	61,102	LIM, SHERENE	53,532
LEES, JANET	90,882	LIMACHER, JENNIFER	56,567
LEES, MAUREEN	81,538	LINDBERG, BRENDA	86,798
LEFAIVRE, LORI	57,261	LINDSAY, MARILYN	55,398
LEFEBVRE, ANNETTE	59,946	LINGELBACH, DIANNA	117,695
LEFOL, LAURETTE	73,095	LINK, LANA	67,416
LEGAULT, ELLEN	72,660	LINKLATER, KARMEN	57,599
LEHMANN, CARON	50,078	LINS, ASHLEY	51,962
LEHTO, PAULA	60,879	LINTON, LANA	59,184
LEISLAR, LYNN	58,314	LINWALL, KATHLEEN	66,719
LEITCH, MICHELLE	51,370	LIPKA, AUDREY	88,957

LISSINNA, WENDY	58,394	LYRETTE, HEATHER	67,817
LITTLE, TRISHA	55,124	LYSITZA, RENE	80,619
LITWIN, KATHLEEN	69,983	MABER, TREVOR	67,267
LITZ, LORELEI	72,273	MACCAN, CAROL	55,820
LITZENBERGER, TRENT	74,235	MACDONALD, IRENE	60,041
LOBERG, JACQUELIN	81,800	MACDONALD, KATE	58,975
LOCK, BRENDA	81,654	MACDONALD, LEAH	53,599
LOCK, PATRICIA	89,017	MACDONALD, LORETTA	77,856
LOCKE, CHRISTOPH	68,512	MACDOUGALL, CYNTHIA	64,657
LOCKERT, KIM	67,561	MACDOUGALL, JOAN	81,394
LOCKHART, MARIA	50,875	MACFADDEN, MICHAEL	78,637
LOCKHART, SANDRA	104,377	MACGOWAN, SHIRLEY	92,785
LOCKWOOD, JEANNETTE	57,950	MACHIBRODA, FRAN	64,145
LODOEN, MIMI	64,886	MACHNEE, HELENE	73,402
LOEHR, LIANNE	58,982	MACHUSHEK, KAREN LEA	82,947
LOEPPKY, SUSAN	91,248	MACKAY, LAURA	100,507
LOESSL, KRISTA	64,844	MACKENZIE, KEVIN	78,123
LOESSL, TAMARA	81,017	MACKENZIE, RENEE	73,936
LOEWEN, SANDRA	63,170	MACKENZIE, RODERICK	83,349
LOFSTROM, SHELLEY	72,449	MACKINNON, THERESA	83,514
LOKEN, ERIC	64,888	MACKOW, LORI	73,512
LONG, MELISSA	78,153	MACLACHLAN, JOY	58,525
LONGPRE, HELEN	81,189	MACLEAN, PATRICIA	78,730
LONGWORTH, JACQUELIN	59,547	MACLENNAN, GORDON	93,067
LOOMER, ERIN	67,852	MACLEOD, BEVERLY	66,881
LOOMER, ROBERT	76,987	MACLEOD, SOMMER	62,408
LOOMES, ADELINE	86,739	MACMILLAN, CHERYL	95,076
LOOSBROCK, TARA	81,095	MACNAB, MELISSA	55,067
LOSIE, MICHAEL	65,052	MACPHERSON, DIANE	56,810
LOVERIDGE, SHELDON	57,341	MACPHERSON, KARRI	76,594
LOVERIDGE, WENDY	64,278	MACPHERSON, MEGAN	83,641
LOWE, MARILEE	79,326	MACZA, BECKIE	72,882
LOWNDES, LEITHE	53,713	MADLAND, SHEILA	99,371
LOZINSKI, ELAINE	65,250	MADUCK, WAYNE	112,155
LUCAS, STEPHANIE	64,854	MADUIK, MELODEE	75,599
LUCAS GIANDOMENI, JANET	68,411	MADUKE, LEZLIE	65,712
LUCHKA, KENNETH	83,121	MAERZ, LINDA	83,734
LUCIW, TAMMY	72,392	MAESTROCAMPO, CYNTHIA	86,607
LUCYSHYN, DIANA	82,740	MAGULA, ALEXANDRA	70,341
LUCZKA, TERESA	51,941	MAH, JEAN	93,177
LUDWIG, BERYL	73,267	MAHAFFEY, SUZANNE	120,475
LUDWIG, WENDY	67,380	MAIER, DAVID	99,978
LUISTRO, CATALINA	59,496	MAK, GUY	68,984
LUKAN, MARCIE	79,292	MAKI, KAREN	64,662
LUND, LINDA	83,375	MAKONEN, LETEYESUS	93,286
LUNGUL, CORINNE	56,814	MALAYA, AILEEN	66,014
LUNGULL, MARILYN	97,573	MALBEUF, KATHERINE	53,958
LUROSS, ANNE	76,787	MALBOEUF, VIOLA	71,427
LUX, SHERI	70,276	MALLET, JANE	53,596
LYLE, KATHRYN	68,781	MALLOUGH, VALERIE	60,957
LYNCH, PEGGY	60,454	MANALO, MONICA	60,493

MANLEY, DAWN	83,771	MARUSCHAK CLAY, NADIA	112,984
MANN, CHANTELE	85,537	MARYNIAK, KAREN	89,094
MANN, DONNA	79,220	MASON, JACQUELIN	79,678
MANN, JACKIE	169,459	MASON, WAYNE	66,716
MANN, LINDA	51,566	MASSE, MELISSA	84,063
MANSEAU, NICOLE	72,645	MASSETT, JANICE	50,127
MANSELL, HOLLY	71,869	MATERI, PAUL	63,177
MANSUY, HELEN	78,562	MATERIE, ROBERTA	66,262
MANTS, STACY	94,116	MATHESON, EMILY	102,418
MANTYKA, KANDY	56,908	MATHEWS, MICHAEL	66,876
MARANDUK, KENNETH	73,358	MATHIESON, ANGELA	54,414
MARCHEWKA, THERESA	81,596	MATIESHIN, KATHY	64,946
MARCINKIW, JOSEPH	63,955	MATIKO, MARLENE	79,920
MARCKOSKI, DIANE	67,575	MATLOCK, RAYLENE	124,805
MARCOUX, JO ANNE	113,283	MATONOVICH, TRACEY	83,342
MARGACH, DOUGLAS	54,982	MATSALLA, GRAHAM	66,496
MARK, HOPE	70,886	MATT, PHYLLIS	79,400
MARK, SHARON	84,572	MATTHEWS, LYNN	82,441
MARKELL SCHNEIDE, NICOLE	50,550	MATWEYKO, CARA	72,114
MARKHAM, LORI	80,355	MATZNER, KATHERINE	89,688
MARKHAM, TWYLA	77,957	MAURER, DENISE	66,281
MARKO, JOSH	79,923	MAXWELL, MARY	60,433
MARKOSKY, JENNIFER	75,829	MAY, BARBARA	71,978
MARKOWSKI, TARA	92,691	MAY, CHARLENE	69,696
MARLEAU, GORDON	59,091	MAY, KELLY	81,026
MARONIUK, DAVID	95,680	MAY, MARYANN	87,899
MARQUETTE, DIANE	79,875	MAY, SABRINA	64,243
MARQUIS, LORRAINE	86,550	MAYO, COLETTE	85,576
MARSH, SHANA	58,606	MAZA, FRANCIS	82,025
MARSHAK, DONNA	58,460	MAZURAK, WAYNE	58,136
MARSHAK, JODY	67,842	MCALEER, JUDITH	78,272
MARSHALL, CATHERINE	94,302	MCAULAY, LAURALEE	55,960
MARSHALL, JOHN	77,294	MCAVOY, JAMIE	78,382
MARSHALL, SHERRY	142,829	MCCAIG BEATTIE, TRACEY	94,388
MARSHALL, TRACEY	82,396	MCCALLUM, STACY	55,655
MARTENS, NATALIE	80,012	MCCAMON, JANET	69,569
MARTENS, ORLENE	81,527	MCCANN, KAREN	67,486
MARTENS, PAMELA	72,720	MCCANNELL, DEBORAH L	72,389
MARTIN, ANDREA	77,917	MCCANNELL, IAN	65,582
MARTIN, HEATHER	74,948	MCCARTHY, LISA	84,155
MARTIN, HILDEGARD	55,452	MCCLEAN, DONNA	100,740
MARTIN, LINDA	101,516	MCCONNELL, ANGIE	68,490
MARTIN, LISA	62,835	MCCONNELL, GARY	59,045
MARTIN, LOUISE	85,215	MCCREA, DEBORAH	76,300
MARTIN, MARY	50,743	MCCREA, FRANCIS	64,827
MARTIN, NICOLE	68,671	MCCREADIE, MARCY	55,515
MARTINDALE, TRACY	85,911	MCCUBBING, ANNE	85,279
MARTINUK, MARILYN	118,400	MCCULLOCH, BEV	65,604
MARTSCH WARNER, SANDRA	74,380	MCCULLOCH, MICHELLE	62,053
MARUSCHAK, GAIL	52,232	MCCULLOUGH, JEANNETTE	60,047
MARUSCHAK, SHIRLEY	74,037	MCCULLUM, DONNA	70,095

MCDANIEL, SHARON	77,601	MCMAHON, SHIRLEY	95,640
MCDIARMID, ADELE	63,809	MCMILLAN, BRENDA	82,790
MCDIARMID, MYRNA	64,830	MCMILLAN, COLLEEN	53,977
MCDONALD, BERNADETT	73,457	MCMILLAN, ROBERT	81,425
MCDONALD, BRIAN R	76,376	MCMULLEN, BLAKE	79,672
MCDONALD, CARLEY	64,360	MCMURTRY, BRUCE	110,825
MCDONALD, CAROLINA	104,690	MCMURTRY, KATHRYN	75,049
MCDONALD, DEIDRE	67,579	MCNAIR, ERICK	104,082
MCDOUGALL, DIANE	97,886	MCNALLY, CHERYL	88,275
MCDOUGALL, LINDA	83,448	MCNEIL, SHIRLEY	118,141
MCEACHERN, JULIE	73,597	MCNICHOL, CHRISTINE	65,701
MCEVELEY, KATHRYN	61,056	MCPEEK, ANTONETTE	73,801
MCFADDEN, SHELLY	106,629	MCPHEE, JANE	105,861
MCFADYEN, GREGG	50,721	MCQUATT, KIMBERLY	56,116
MCFARLAND, ARLENE	84,837	MCRAE, CHRISTINE	51,571
MCFARLANE, SHERRILL	61,676	MCSHANNOCK, TANIS	52,125
MCGARRY, PATRICIA	61,511	MCTAGGART, LORI	75,993
MCGARRY BAKKE, BARBARA	54,495	MEAGHER, ANGELINE	65,452
MCGILLIVRAY, CHERYL AN	62,015	MECKELBORG, AGNES	68,489
MCGINN, STEPHANIE	55,130	MECKELBORG, IGNATIUS	55,362
MCGINNIS, DANIELLE	62,113	MECKELBORG, VERN	56,907
MCGOWAN, DAWN	80,709	MEDEL, AMELIA	66,114
MCGRATH, STACEY	71,357	MEDERNACH, CAROLYN	59,642
MCGRATH, TERRI	76,005	MEDERNACH, STACEY	53,048
MCGREGOR, CONNIE	68,864	MEEDS MONTERO, DARLENE	76,410
MCHUGH, MARGARET	81,600	MEENA, KERI LEIG	59,086
MCINTOSH, JULIANNA	77,538	MEGER, NATASHA	72,749
MCKAY, JAMIE	88,920	MEIER, CHRISTINE	75,012
MCKEE, JACKIE	83,841	MEIER, SHELLEY	84,264
MCKEE, MARGARET	72,098	MEISTER, LESLIE	52,310
MCKEN, SHARON	64,949	MEKONNEN, EMYOU	55,907
MCKENNY RUCK, SUSAN	67,457	MELHOFF, JUDY	78,307
MCKENZIE, JOANN	52,610	MELIS, DEBORAH	72,755
MCKENZIE, LEAH	57,097	MELLESMOEN, KRISTA	79,977
MCKENZIE, NADINE	74,305	MELNYCHUK, TRUDY	73,447
MCKERCHER, MORAG	78,310	MELROSE, EILEEN	80,736
MCKERLIE, JANICE	80,258	MELVILLE, JONATHAN	52,227
MCKINLEY, KATHRYN	54,844	MELYMICK, CAROL	95,009
MCKINNON, ANGELA	74,677	MENDOZA, GARY JIM	78,919
MCKINNON, DONALENE	68,322	MENDOZA, ILLUMINAD	101,362
MCKNIGHT, DONNA	74,108	MENG, QING	153,991
MCLAREN, CONSTANCE	63,737	MENSAH, BRIDGET	84,915
MCLASHEN, DARCI	80,939	MERCADO, ANNALYN	110,832
MCLEAN, JANET	52,576	MERGEN, ELIZABETH	104,645
MCLEAN, JEAN	60,479	MERKENS, JUDY	61,028
MCLEOD, ANNE	82,810	MERKENS, MIKE	60,865
MCLEOD, KAREN	80,554	MERKLEY, JO ANN	94,756
MCLEOD, RACHEL	82,224	MERKOSKY, LANDRY	59,076
MCLOUGHLIN, BRENDAN	90,002	MERRIFIELD, KAREN	59,377
MCLOUGHLIN, CHARLENE	58,381	MESENCHUK, MAXINE	86,000
MCLOUGHLIN, TRACEY	61,557	METCALFE, CAROL	80,470

MEWDELL, CHRISTIE	70,488	MONEA, ASHLEY	65,091
MIAZGA, HEATHER	92,614	MONETTE, HELCONIDA	133,578
MICHAELS, CONLEY	108,227	MONSELER, LYNN	57,772
MICKALISHEN, LINDA	83,827	MONTOUR, PRISCILLA	72,219
MIDDLETON, MARY	74,599	MONUIK, ROBIN	63,360
MIKITUK, RUTH	61,568	MOOLEKI, HILDAH	87,608
MILDENBERGER, SCOTT	54,433	MOON, JOANNA	55,998
MILLER, AUDREY	86,468	MOONEY, TERRI	66,204
MILLER, CANDACE	54,331	MOORE, ERIN	56,972
MILLER, COREY	121,635	MOORE, HEATHER	78,077
MILLER, DAVID	75,529	MOORE, KAREN	68,273
MILLER, DAWN	82,757	MOORE, SHANNON	51,608
MILLER, ELIZABETH	71,627	MOORE, SHARI	66,946
MILLER, KAREN	65,789	MOORMAN, CATHIE	51,465
MILLER, KEITH	56,741	MOORMAN, KATHLEEN	55,512
MILLER, LAURIE	93,294	MOORMAN, MARLENE	84,476
MILLER, PATRICIA	76,000	MORAN MURRAY, ELIZABETH	56,700
MILLER, TAMMY	51,484	MORDEN, DENISE	89,531
MILLS, DEBORAH	112,400	MORE, CAROL	67,003
MILLS, FRANCES	52,394	MORE, JANICE	77,311
MILLS, MAUREEN	50,198	MORELLI, JEFFREY	62,232
MILLS, SHEILA	72,928	MORGAN, DENNIS	57,163
MILLSAP, KARA	75,752	MORGAN, LESLIE	77,018
MILOS, GLORIA	66,477	MORGAN, SUSAN	63,650
MINER, VELOY	70,086	MORGAN, YVONNE	109,751
MINIELLY, DELLA	86,054	MORIN, CAROLYN	94,157
MINIFIE, FAY	78,183	MORIN, CAROLYN	75,338
MINOVITCH, SUSAN	56,272	MORIN, KELLY	65,771
MIREAU, RUTH	67,374	MORIN, SANDRA	94,530
MISFELDT, BRENDA	82,151	MORISSETTE, DENNY	95,461
MISKOLCZI, KAREN	54,527	MORPURGO, SHARI	61,369
MISKOLCZI, LORNA	67,854	MORRISON, JEAN	200,036
MISSKEY, SHARON	69,106	MORRISSETTE, ALAN	60,764
MITCHELL, BETTY	69,592	MORRISSETTE, AMANDA	63,641
MITCHELL, BLAIR	67,974	MORRISSEY, HEATHER	74,319
MITCHELL, BRENDA	62,943	MORROW, CHARMAINE	74,593
MITCHELL, BRYCE	52,040	MORTON, DANIEL	57,750
MITCHELL, MAVIS	84,882	MORTON, DEBRA	81,272
MITCHELMORE, DONNA	61,213	MPOFU, DEBORAH	82,520
MITZEL, KANDACE	59,620	MUELLER, ANGELA	65,925
MOCHAR, DELYNN	67,958	MUENCH, BEVERLY	82,775
MOEN, DENNIS	79,173	MUENCH, DEAN	55,036
MOGK, SHEILA	82,632	MUENCH, SHARON	55,148
MOIR, ERICA	69,173	MUGGLI, TRACY	90,573
MOLBERG, JANINE	50,297	MULHOLLAND, LORI	72,659
MOLDENHAUER, DEBORAH	82,048	MULLIGAN, CARRIE	61,188
MOLESKI, JINELLE	68,675	MUNKLER, ALANA	56,482
MOLINA, NICANOR	62,404	MUNRO, GERI	90,914
MOLNAR, CELIA	67,379	MUNRO, JAMES	54,794
MOLNAR, GAYLENE	93,653	MUNRO, SUSAN	63,219
MOLNAR, PAMELA	90,849	MUNRO, TIFFANY	83,718

MUNSHAW, KELLY	53,800	NELSON, SHERRI	65,002
MUNSON, BERNICE	66,604	NESBITT, COLLEEN	85,846
MURFITT, NAOMI	51,565	NEUBERGER, CONNIE	72,210
MURFITT, RHONDA	60,889	NEUDORF, BRENDA	95,642
MURPHY, ANN	82,798	NEUDORF, CORDELL	242,131
MURPHY, DOROTHY	82,808	NEUFELD, DEBORAH	50,289
MURPHY, JOHN	50,062	NEUFELD, DERICK	55,186
MURPHY, LEANNE	52,867	NEUFELD, DORI	61,090
MURRAY, BRUCE	251,736	NEUFELD, KIMBERLEY	75,151
MURRAY, JACQUELIN	77,474	NEUFELD, NICOLE	100,394
MURRAY, KRISTIN	67,175	NEUFELD ROCHELEA, MELODY	66,930
MURRAY, LENDY	78,828	NEUFELDT, LORNA	69,427
MURRAY, SHEILA	71,499	NEUGEBAUER, CAROLYN	51,772
MURZA, DAVID	92,110	NEUMANN, MARGUERIT	77,739
MURZA, SHARON	71,232	NEVDOFF, ANITA	72,975
MUSSCHOOT, BLANCHE	55,342	NEVILLE, CHERYL	82,609
MUTH, JENNIFER	55,219	NEWELL, MICHAEL	80,447
MUTTER, VALERIE	55,973	NEWMAN, KAREN	132,273
MUTWIRI, BETTY	75,459	NEWMeyer, MARSHA	65,452
MUZZOLINI, JANET	60,681	NEWSHAM, BRICE	71,226
MYERS, WILLIAM	74,498	NEWTON, DALENE	75,543
MYSLICKI, KIMBERLY	111,630	NEWTON, KIM	92,324
NADON, SUE	110,956	NGAI, RAYMOND	51,980
NAGEL, CARRIE	78,016	NGO, VIEN	59,067
NAHACHEWSKY, ANNE	71,804	NGUYEN, CHI KIM	50,905
NAHACHEWSKY, DEAN	89,316	NICHOLLS, RAYMONDE	72,741
NAHACHEWSKY, LISAMARIE	63,351	NICHOLSON, GAIL	76,775
NAIDOO, SESHNI	59,923	NICKEL, DEIDRA	57,769
NAKONECHNY, DENAE	50,964	NICKEL, LENORA	55,754
NAKRAYKO, KATHY	90,035	NICKOLET, TALA	85,336
NAMETH, TERRA	58,648	NICOL, MILDRED	73,305
NAPPER, DELLE	82,260	NIDOSKY, JEANNETTE	88,372
NASH, CANDACE	87,890	NIEBERGALL, ELAINE	68,596
NATOMAGAN, ALLANA	69,334	NIEKAMP, MARYANN	102,800
NATYSHAK COQUET, ARLENE	54,424	NIELSEN, PAULETTE	84,501
NAZAR, ROSEMARY	57,804	NIEMAN, KAREN	78,999
NDUBUZOR, PRISCILLA	92,364	NIENABER, BLAYN	79,487
NEBOZENKO, DEBBIE	94,016	NIGHTINGALE, JANELLE	52,867
NEDJELSKI, LINDA	59,822	NIKOLAISEN, SHANNON	79,107
NEEDHAM, MAUREEN	87,596	NILSON, CATHY	69,829
NEEFS, TERRY	118,395	NILSON, JOANN	55,143
NEIN, LAUREEN	80,432	NIPPI ALBRIGHT, BETTY	67,744
NEITZEL, KELENE	73,283	NIWRANSKI, PHYLLIS	79,902
NELSON, ANDREA	59,671	NIXEY, TERESA	61,648
NELSON, ANN MARIE	83,397	NIXON JACKLE, SARAH	83,183
NELSON, BONNIE	50,571	NOBERT, MARCEL	82,009
NELSON, EDITH	53,610	NOBLE, MARJORIE	86,374
NELSON, FLORA	58,241	NOESGAARD, NORMA	82,504
NELSON, KATHLEEN	68,868	NOGIER, KAREN	71,187
NELSON, LISA	55,133	NOGUE, KARLA	53,141
NELSON, MEGHAN	55,490	NOMELAND, KEITH	54,393

NORDICK, DIANE	78,462	OLSON, NICOLE	65,619
NORDICK, NATELLE	77,810	OLVER, TERRI	50,979
NORDICK, STELLA	133,721	ONATE, MARIA	67,573
NORDQUIST, NORMA	88,562	ONG, CARA	56,052
NORELIUS, RUTH	60,982	ONG, WIVINA	64,371
NORMAND, ROSEMARIE	92,315	ONUSHKO, LYNN	85,365
NORMANDEAU, GRACE	110,805	OPEKOKEW, EILEEN	94,654
NORRIS, ERIN	80,999	OPEKOKEW, JOHN	57,276
NORRIS, NICOLE	51,224	OPFERGELT, VONDA	83,253
NORTH, TAHIRIH	50,521	OPONDO, JOHNMARK	200,936
NORTHCOTT, MIKE	94,533	ORB, JOCELYN	60,078
NORTHEY, REEVASI	67,723	ORCHARD, KARLA	54,810
NOSEN, MARY	63,291	ORO, AMANDA	59,696
NOVACK, ROBERT	54,729	OROSZ, IAN	73,498
NOVAKOVSKI, RICK	69,039	ORR, LYNN	58,783
NOVICK, LINDA	85,439	ORR GOSSELIN, MARIE	53,526
NOWLAN, DIANE	75,501	ORTH, JANET	85,706
NOWOSAD, WAYNE	52,663	ORTMAN, GAIL	53,224
NYESTE, KENNETH	50,674	ORVOLD, MELANIE	85,856
NYLUND, CINDY	97,775	OSCVIRK, CYBELLE	89,286
NYSSSEN, JIM	65,705	OSCEVSKI, KATHERINE	65,609
NYSTUEN, WENDY	93,619	OSHANEK, DARYL	141,911
O CONNOR, MELAINA	75,291	OSTAFICHUK, ELLEN	97,000
O HAGAN, NIAMH	150,977	OSTAFIE, CYNTHIA C	72,971
O HARA, CATHERINE	95,382	OSTAPOWICH, IRENE	86,095
O NEAIL, DEBBIE	74,229	OSTAPOWICH, PAULA	70,372
OATWAY, MARION	52,489	OSTROM, PENNY	61,845
OBLANDER, JAYLENE	81,997	OSTROWSKI, RYAN	82,428
OCHITWA, ELIZABETH	74,020	OTCHENASH, SHANNON	55,180
OCRANE, DARLENE	57,147	OTTENBREIT, ANGELA	69,481
ODERINDE, EUNICE	78,568	OTTERBEIN, SHIRLEY	92,367
ODERMATT, LESLEY	75,762	OUELLETTE, SHANNON	66,898
ODSEN, LESLEY	89,902	OZEROFF, CHRISTINA	82,254
OFFEN, GIGI	85,359	OZMUN, KATHLEEN	71,778
OGLESTONE, LAURIE	80,600	PACKOTA, SUSAN	88,779
OKRAINETZ, RENA	64,935	PAINCHAUD, ROXANNE	77,785
OLESKO, RENATE	71,470	PALCHEWICH, COLLEEN	50,554
OLFERT, HELEN	62,590	PANCHUK, HEATHER	69,071
OLFERT, KRISTIN	57,966	PANCHUK, SHELLY	67,937
OLIVER, DEBORAH	86,273	PAPROSKI, BRENNEN	63,475
OLIVER, DOUGLAS	53,973	PARCHER, MYRA	93,215
OLIVER, HELEN	63,297	PARENT, MARNIE	56,788
OLORUNLEKE, OLAYIDE	71,412	PARENTEAU, SUSAN	79,427
OLSEN, BEV	59,894	PARK, YOU MI	74,790
OLSON, ANNEMARIE	83,150	PARKER, ANNE MARI	95,551
OLSON, COLLEEN	79,880	PARKER, KATHERINE	61,192
OLSON, DONNA	53,448	PAROLIN, JENNIFER	51,954
OLSON, IRENE	55,746	PARSONS, KERI	50,869
OLSON, JONI	63,107	PARTON, GLORIA	71,125
OLSON, KAREN	73,343	PASISHNIK, LISA	59,240
OLSON, LESLIE	58,240	PASTOR, NADINE	79,652

PATENAUDE, DANIEL	84,043	PETERS, SHERRI	65,551
PATERSON, MELANIE	69,038	PETERSEN, CHELSEA	53,736
PATKAU, JENNIFER	65,479	PETERSEN, SUSAN	70,676
PATRICK, CARLA	92,314	PETERSON, DONNA	88,051
PATZER, TERRY	99,065	PETERSON, GWEN	81,315
PAUL, ARLENE	59,817	PETERSON, SCOT	57,900
PAULI, GREG	87,921	PETRAS, JAMES	63,900
PAULSEN, MARILLOU	50,800	PETRIE, SUSAN	80,006
PAULSON, DEBRA	87,085	PETTY, MARGARET	69,274
PAULSON, WENDY	70,614	PEYTON, TINA	61,091
PAUW, KATHY	241,256	PHANEUF, DEANNA	90,882
PAVELICH, BEVERLY	136,108	PHANEUF, LORELEI	55,025
PAVELICH, LISA	50,401	PHILLIPS, ANNETTE	65,376
PAWLIW, BEVERLY	60,658	PHILLIPS, DOREEN	65,771
PAWLUK, RENATE	96,321	PHILLIPS, JENNIFER	61,481
PAWLUK, SHIRLEY	62,863	PHILLIPS, LLANA	58,213
PAYDLI, GARY	52,555	PHILLIPS, LOIS	70,918
PEACOCK, SHELLEY	82,994	PHILLIPS, RICKEY	68,450
PEARCE, TWYLA	56,623	PHILLIPS, SHANNON	59,331
PEARSON, CARON	61,549	PHILLIPS, SHERRY	65,139
PEARSON, ERIN	64,218	PICHE, JEAN PAUL	54,407
PECK, ERIN	73,504	PICKERL, KATHERINE	80,206
PEDERSON, CINDI	61,235	PIDDUCK, TERESA	82,339
PEET, JANELLE	77,328	PIDHORODETSKY, MELANIE	89,554
PEEVA, NADEJDA	73,789	PIDWERBESKI, GLORIA	53,901
PEGG, KAREN	82,142	PIDWERBESKY, SHEILA	53,341
PENKALA, JACK	54,067	PIECOWYE, MELISSA	50,672
PENN, KATHRYN	66,744	PIEPGRASS, PETREA	62,751
PENNER, BRENDA	65,321	PIERIK, ANGELA	72,678
PENNER, GAYLE	75,731	PIERLOT, NOLA	57,781
PENNER, HEATHER	82,123	PILAT BURNS, CHARLOTTE	85,339
PENNER, KATHERINA	53,262	PILLAR, LANA	54,965
PENNER, LORENE	54,603	PILLER, LYNDI	65,255
PENNER, MARIE	81,544	PILON, GARRY	65,529
PENNER, WALTER	50,818	PION, JASON	83,742
PENTELUK, LORRAINE	58,085	PISIO, CHARLENE	58,910
PEREIRA, MICHELLE	58,140	PITCHKO, DARLENE	57,280
PERRET, NICOLE	57,746	PITTMAN, CINDY	85,308
PERRIER, GERALDINE	50,934	PITTMAN, GREG	79,525
PERRIER, LINDA	56,311	PITZEL, KAREN	58,207
PERRIER, LYNDA	93,215	PLACATKA, CINDY	64,589
PERRIN, CHRISTINE	53,514	PLAMONDON BRAUN, ERIN	55,971
PERRIN, CORINNE	56,881	PLANTE, ROB	75,157
PERRIN, KATHY	78,376	PLAXTON, HEATHER	82,738
PERRY, GARRY P	82,047	PLAYFORD, DORIS	54,933
PERT, TARA	68,590	PLOMER, MAGGIE	66,495
PERVERSEFF, VIRGINIA	71,544	PLUNZ, DARREN	80,982
PETERS, HELENA	70,487	POCHIPINSKI, DIANNE	70,620
PETERS, MARCIA	83,802	POLACK, JOLENE	59,367
PETERS, SARA	64,448	POLLOCK, ASHLEY	76,662
PETERS, SHANNON	54,099	POLLOCK, THOMAS	60,308

POMEDLI, SHERRY	58,562	PULLES, MAUREEN	77,112
PONCELET, CAROL	80,275	PURA, JANICE	56,163
PONCELET, JESSE	59,732	PYTLOWANY, TRACY	54,935
PONCELET, LEANNE	78,896	QUARONI, ELLEN	50,915
PONGRACZ, BEVERLY	68,786	QUENNEVILLE, LOUISE	271,557
POOL, PAT	56,717	QUINN, PATRICK	78,585
POPADYNETZ, ELIZABETH	89,890	QUINTIN, DOMINIQUE	54,708
POPE, TYLER	69,085	QUIRING GALLEN, BONNIE	79,255
POPICK, NADINE	61,393	RABUKA, JOAN	54,238
POPOFF, CHLOE	60,163	RAEBURN, JAYMIE	64,181
PORTER, DWAYNE	60,678	RAGUSH, DON	90,526
PORTER, SHIRLEY	87,221	RAIN, DAWN	71,277
PORTER, WILLIAM	50,357	RAITER, PEARL	62,536
POSEHN, JODI	60,195	RAMAGE, PATRICIA	77,963
POSSBERG, JANINE	53,704	RAMLER, MARCIA	54,044
POSTLEWAITE, WARREN	78,907	RAPKO, JAIME	56,497
POTRATZ, CAROLYN	76,885	RATCLIFFE, JAIMIE	59,987
POTTER, MEGHAN	59,599	RATHGEBER, LORRAINE	71,063
POTTINGER, JOAN	118,307	RATZ, LEONA	78,536
POTTLE, VALERIE	67,420	RATZLAFF, DEANNA	58,350
POULIN, DAVID	238,650	RAYAT, CARRIE	90,821
POULIOT, SYLVIA	73,502	REA, DOUGLAS	80,662
POWELL, DAPHNE	80,723	REA, LESLIE	97,376
POWELL, SHARON	54,352	REA, LESLIE	74,233
POWER, SHANNON	74,468	READ, AMANDA	67,748
PREFONTAINE, CATHY	50,854	READ, GREG	91,714
PREFONTAINE, MICHELE	60,018	REAUME, CHRIS	96,867
PRENTICE, FAYE	80,336	REDEKOP, RUTH	60,806
PRESS, MADELINE	79,747	REDEKOPP KROEGER, CAREY	80,935
PRESSEAU, CRYSTAL	51,265	REDIGER, SANDRA	52,278
PRESTON, MAUREEN	81,393	REECE, KIMBERLEY	80,280
PRICE, JACKLYN	65,978	REES, HENRIKE	236,614
PRICE, WILLIAM	57,221	REES, KATHLEEN	56,840
PRIEST, AGNES	64,166	REGIER, DOREEN	56,061
PRIESTLEY, BRYAN	71,127	REGIER, LOIS	57,287
PRINGLE, JOANNE	65,071	REGIER, LOREN	108,970
PRISCIAN, K DENISE	54,598	REGIER, MARLA	77,436
PRITCHARD, GWEN	73,624	REGNIER, KRISTIN	70,314
PRITCHARD, MARY	69,414	REGNIER, ROLAND	57,564
PROCKNOW, TRACY	51,793	REGUSH, CARLA	56,715
PROCTOR, CINDY	82,094	REICH, CYNTHIA	108,632
PROCTOR, JORDEN	77,678	REICHERT, JERRY	58,965
PROCTOR, PATRICIA	59,660	REID, CATHY	79,678
PROKOPETZ, BERNADETTE	65,002	REID, GARRY	66,332
PROKOPETZ, STEVEN	81,294	REID, JACLYN	82,068
PRUDEN, KARI	52,489	REID, ROWENA	87,085
PRYBYLSKI, LENA	81,423	REIFFERSCHIED, BRENDA	84,172
PRYZNYK, JON	66,278	REILKOFF, DAWN	77,727
PRYZNYK, STEPHANIE	81,739	REIMER, SHARON	84,896
PUCKETT, BARBARA	103,502	REINBOLDT, LORRIE	59,950
PUDDICOMBE, JANICE	58,121	REINEKE, WAYNE	70,406

REINHARDT, VAUDREE	75,870	ROBERTSON, PATRICK	114,188
REINHART, LISA	61,258	ROBICHAUD, SOPHIE	65,729
RELITZ, CHRIS	83,860	ROBICHAUD, SUSAN	53,680
REMENDA, AUDRA	64,872	ROBILLARD, KARLEE	54,922
REMMEN, MOIRA	65,002	ROBIN, LORI	62,433
REMPEL, DOROTHY	75,559	ROBIN PARTYKA, JAIME	68,508
REMPEL, SHIRLEY	65,617	ROBINS, ANNE	65,084
RENNEBERG, DONNA	61,607	ROBINSON, BARB	63,815
RENNEBERG, LINDA	81,260	ROBINSON, BRAD	54,816
RENNEBERG, NANCY	53,568	ROBINSON, CHRIS	297,821
RENWICK, WENDY	87,301	ROBINSON, DIANE	63,024
RETZLAFF, EMILY	64,010	ROBINSON, ELAINE	52,126
REYNOLDS, DIANE	71,862	ROBINSON, RANDY	70,262
REYNOLDS, MARK	66,601	ROBINSON, ROBIN	72,578
RHEBERGEN, KARL	89,106	ROBLES, BEATRIZ	80,257
RHODE, DARWYN	50,127	ROBSON, EVELYN	80,192
RHODE, NADINE	56,756	ROBSON, IRMA	73,871
RHODES, DEBORAH	185,973	ROBSON, MICHELLE	86,922
RICE, STEPHEN	64,671	RODYCH, JUNE	76,844
RICH SPERLING, DONNA	62,505	RODYCH, NADIA	67,434
RICHARDS, KARA	59,411	ROESLER, ELAINE	75,313
RICHARDSON, ALISON	84,535	ROESLER, JENNIFER	90,210
RICHARDSON, JANE	103,556	ROLFE, BETHANY	83,091
RICHARDSON, KENNETH	59,626	ROLFE, WARREN	71,464
RICHARDSON, YVONNE	78,156	ROLHEISER, KRISTEN	68,344
RICHTER, CRYSTAL	93,615	ROLLACK, ANITA	99,183
RIDDLE YARYCKY, CHANTELE	55,574	ROOKE, MICHELLE	60,576
RIDEOUT, LYNN	62,556	ROONEY, KAREN	59,014
RIDLEY, SCOTT	93,185	ROSAASEN, ELSIE	54,557
RIDSDALE, VALERIE	81,223	ROSAASEN, NICOLA	65,699
RIEBEN, CHRIS	69,309	ROSE, CATHLEEN	82,578
RIEHL, ADELE	101,389	ROSE, KATHLEEN	66,406
RIIS, SHARI	51,092	ROSE, NATALIE	83,016
RILEY, TANSLEY	61,112	ROSEBERRY, LINDA	50,032
RING, CHARMAINE	59,382	ROSENBERG, NATHAN	59,178
RINGROSE, DEZERAY	57,993	ROSin, MARK	112,740
RINK, STEPHANIE	62,793	ROSINA, KATHERINE	62,253
RIOUX, BRENT	72,016	ROSS, ERIN	56,193
RIPLEY, VANESSA	93,270	ROSS, MARY	74,051
RISLUND, MAE	89,877	ROUBLE, RITA	52,654
RITCHIE, KRISTIN	79,061	ROUFOSSE, SHARIE	67,693
RIVARD, JUNE	79,159	ROUSSIN, CHRISTINA	58,857
ROACH, MARIAN	91,552	ROWAN, NICOLE	68,528
ROADHOUSE, LORRAINE	73,228	ROWE, DIANNE	51,791
ROBERTS, DENNY	58,028	ROY, RAMONA	71,752
ROBERTS, ERIN	71,198	ROY, RENE	69,217
ROBERTS, SANDRA	83,448	ROZON, DANIELLE	60,463
ROBERTSON, CHERYL	50,934	RUCKS, KIM	80,360
ROBERTSON, DOUGLAS	64,532	RUDICHUK, JUDITH	86,067
ROBERTSON, KAREN	66,669	RUDNISKY, RITA	79,107
ROBERTSON, KATHY	74,129	RUDULIER, HELEN	109,204

RUDYK, ALLAN	70,724	SAWATZKY, MYRNA	79,373
RUETZ, BRENDA	88,821	SAWATZKY, TRUDY	58,001
RUSSELL, BARBARA	56,768	SAWCHUK, ALEX	93,267
RUTHVEN, MARY	74,668	SAWCHUK, DIANNE	79,935
RUTHVEN, MYRNA R	58,625	SAWCHUK, VALERIE	53,480
RUTKO, JUDITH	95,591	SAWYER, JANICE	54,164
RYALLS, KAREN	82,156	SAWYER, PAULINE	73,010
RYAN, CATHARINE	62,982	SAWYER, TERRY	60,113
RYAN, KAREN	55,707	SAXINGER, JAMES	54,584
RYHORSKI, COURTNEY	56,920	SAXINGER, TED	56,984
RYSAVY, RAY	52,160	SAYER, GLORIA	89,682
RYSAVY, SARAH	55,541	SAYNES, MARIA THE	96,575
SABADASH, HELEN	79,267	SCARFE, LINDA	86,455
SABO, SHELLEY	67,029	SCHAAN, HELENE	77,725
SACRO, LORNA	67,082	SCHAAN, NORMA JEA	95,955
SAGAN, DOROTHY	120,896	SCHAAN, PATRICK	69,275
SAGROTT, EDNA	59,431	SCHAEFFER, SHANNON	70,236
SAHAR, DARCIE	64,451	SCHAEFFER LEFLEY, RONDA	69,861
SAKOWSKI, GISELE	57,824	SCHAFER PAQUETTE, JENNIFER	83,009
SAKOWSKY, COLLEEN	81,331	SCHAFER, CARMEN	82,171
SALAHUB, JENNIFER	64,179	SCHATZ, AMBER	53,291
SALAMON, LYNNE	63,306	SCHEIRER, SAMANTHA	60,154
SALAMON, VINCE	74,447	SCHERCK, STUART	88,312
SALYN, SANDRA	56,671	SCHERR, MARGARET	81,471
SAMOLESKI, JENNIFER	63,794	SCHIDLOWSKY, BEA	106,320
SAMPSON, ERIN	52,561	SCHIKOSKY, RANDA	82,725
SANDERS, BRUCE	52,019	SCHIMPF, ERIN	86,876
SANDERS, DONALD	58,289	SCHINDEL, SUSANNA	63,100
SANDERSON, MARGARET	66,459	SCHINDLER, CAROLINE	58,137
SANFORD, PATRICIA	57,795	SCHIRLE, ROSEMARIE	67,361
SANGRAY, MICHELLE	67,013	SCHLEPER, CANDACE	57,326
SANKEY, GLEE	55,104	SCHLICHEMEYER, KRISTIN	61,395
SANTER, KRISTEEN	78,263	SCHMID, JONATHAN	70,112
SANTORO, AMANDA	76,215	SCHMIDT, JULIE	51,607
SANTORO, JOAN	91,071	SCHMIDT, KAREN	50,983
SAPIEHA, DONNA	83,168	SCHMIDT, KURTIS	65,302
SARAFIN, CHARLENE	50,659	SCHMIDT, LEEANNE	72,493
SARAUER, ERIC	57,802	SCHMIDT, MARILYN	97,046
SARICH, DALE	55,833	SCHMIDT, SOPHIE	67,399
SARKAR, ANIL	80,974	SCHMULAND, LUCILLE	51,253
SASATA, ROSEMARIE	123,107	SCHNEIDER, ANGELA	51,624
SATHER TOMIYAMA, BONNIE	52,823	SCHNEIDER, DARREL	96,667
SAULNIER, ANNE	85,397	SCHNEIDER, GLENN	50,192
SAULNIER, KATHY	90,554	SCHNEIDER, JOYCE	80,155
SAUNDERS, ROB	57,551	SCHNEIDER, SANDRA	81,040
SAVAGE, CHRISTINE	72,746	SCHOENFELD, ERIN	54,442
SAWATSKY, JANICE	54,818	SCHRADER, SELENA	81,656
SAWATSKY, MAGGIE	64,399	SCHRADER, WARREN	109,531
SAWATZKY, CARLA	69,979	SCHRAMM, MARK	94,251
SAWATZKY, JANICE	81,619	SCHREINER, DARRYL	83,462
SAWATZKY, KAREN	63,378	SCHREINER, HEATHER	61,643

SCHROEDER, NANCY	54,161	SEVIGNY, JESSICA	72,655
SCHROEDER, STEPHANIE	69,739	SHADICK, JANINE	81,962
SCHULTZ, AUDREY	56,894	SHAND, JASON	112,216
SCHULTZ, BEVERLY	89,172	SHANKS, JILL	52,004
SCHULTZ HURLBURT, BARBARA	87,523	SHANOFER, CATHY	57,569
SCHULZKE, CARMEN	97,453	SHANOFER, SHERRY	93,361
SCHUMACHER, NICOLE	87,344	SHANTZ, SANDRA	85,697
SCHWAB, HEATH	79,090	SHARMA, KUSHAL	69,492
SCHWAB, TRACY	79,316	SHARMA, SANDEEP	75,227
SCHWANKE, SHANNON	59,098	SHARP, LAURA	67,961
SCHWARTZ, MICHELE	56,557	SHARP, TANNIS	69,035
SCHWEIGHARDT, SHIRLEY	51,639	SHAW, JACALYN	62,343
SCHWINDT, LOREEN	109,972	SHAW, ROBERT	75,572
SCOPICK, PATRICIA	80,133	SHEARD, GARTH	75,051
SCOTT, BONNIE	61,658	SHECKTER, MARC	101,140
SCOTT, CATHERINE	63,105	SHENDARUK, CRYSTAL	55,966
SCOTT, CHARLOTTE	76,764	SHENDRUK, DIANE	96,525
SCOTT, CHERYL	87,836	SHEPHERD, ANNA	66,864
SCOTT, DOREEN	83,761	SHEPHERD, BARBARA	90,154
SCOTT, JEFFREY	59,514	SHEPPARD, BRADLEY	67,967
SCOTT, MAUREEN	80,938	SHEPPARD, M SUZANNE	96,905
SCOTT, MELANIE	96,632	SHEPPARD, TAMARA	70,651
SCOTT, MICHAEL	59,194	SHEPPARD, VIVIAN	72,508
SCOTT, RUSSELL	66,175	SHERLING, CAROL	94,128
SCOTT, STEPHANIE	54,015	SHERLOCK, WENDY	77,970
SCUKA, MIRIAM	53,888	SHERVEN SMITH, MAUREEN	59,082
SEARLE, JAMIE	57,714	SHERWIN, GAIL	51,880
SEDGEWICK, MONIKA	55,636	SHEWCHUK, TERA	78,030
SEELEY, JANICE	83,695	SHIA, GEORGE	82,436
SEGRIFF, CAROL	54,818	SHIER, KAREN	86,783
SEIB, KELLY	60,442	SHILOFF, FAY	80,506
SEIB, MARILYN	92,588	SHINKEWSKI, DEAN	66,735
SEIDL, CINDY	93,864	SHIRLEY, LAUREEN	75,786
SEIP, EVELYN	73,790	SHIRTLIFF, JENNIFER	84,403
SEIPP, TARA	78,475	SHOEMAKER ELEY, LESLEY	52,493
SELINGER, BRENDA	67,334	SHORDEE, LAURA	70,664
SELK, CARLA	54,830	SHORT, CHRISTINE	72,900
SELLAR, VICKI	71,606	SHORT, DIANNE	89,206
SEMBALERUS, CORINNE	65,676	SHORT, DWIGHT	81,513
SEMENCHUK, MICHELE	71,418	SHUL, DEBORAH	53,214
SEMEIUUK, DARBY	58,923	SHUMAY, PAUL	54,431
SEMENOFF, RHIANNA	77,185	SHUMLANSKI, STEPHANIE	56,256
SEMPLE, JUNE	90,711	SHYMKO, KRISTEN	66,671
SENGER, BRADLEY	52,814	SIDLOSKI, KERN	81,245
SENKO, DAWN	78,051	SIEMENS, TREVOR	90,272
SEPHTON, ALYSHA	64,214	SIERMACHESKY, KAREN A	84,099
SEREDA, AUDREY	94,826	SIGFUSSON, KELLY	57,267
SERFAS, THERESA	54,293	SIGFUSSON, SHANNON	96,294
SERSON, CHERIE	77,141	SIGFUSSON, SHARON	81,656
SETHI, ANJALI	82,697	SIGFUSSON, STACY	58,139
SETTLER, PHILLIP	68,135	SIGGELKOW, LYNNE	59,499

SIGSTAD, MELINDA	59,526	SMITH, PATRICIA	70,491
SILBERNAGEL, WILLY	56,498	SMITH, PAULINE	79,680
SILZER, JACQUELIN	82,265	SMITH, RICHARD	65,133
SILZER, YVONNE C	86,001	SMITH, ROSEMARIE	55,278
SIM, MARGARET	83,057	SMITH FEHR, JULIET	90,312
SIMINGTON, RUTH	158,412	SNATINSKY, MELANIE	78,138
SIMMER, JENETTE	56,302	SNELL, JAMES	89,782
SIMMS, NANCY	79,164	SOANES, THELMA	82,752
SIMONAR, PATTI	103,987	SOCHA, LINDA	69,210
SIMONIAN, JACQUELIN	74,573	SOKYRKA, SONIA	71,501
SIMONOT, SUZANNE	90,599	SOLAR, SANDRA	81,666
SIMONSON, ASHLEE	51,521	SOLAR, SHERRI	72,585
SIMONSON, RACHEL	55,494	SOLHEIM, BRENDA	72,559
SIMONSON, WENDY	74,577	SOLLID, CONNIE	62,242
SIMPKINS, GLORIA	88,958	SOLLID, DAVID	74,429
SIMPSON, DARCIE	93,505	SOLOMON, EDNA	59,360
SIMPSON, JAMES	77,333	SOMMER, CAROL	50,706
SIMPSON, JENNIFER	75,244	SOMMERFELD, GRANT	114,473
SINCLAIR, CHERYL	58,247	SONNTAG, JANINE	64,169
SINCLAIR, LINDA	81,573	SOON, PATRICIA	62,680
SINCLAIR, TERESA	102,081	SOONIAS, CATHY	65,301
SINGBEIL, KATRINA	79,032	SOPARLO, MARILYN	66,007
SINGER, LINDA	53,815	SORENSEN, MARK	52,920
SIROIS, MARLENE	54,910	SORENSEN, HEATHER	83,225
SIROSKI, PAT	79,550	SOTKOWY, WARREN	65,979
SITAR, TIMOTHY	63,484	SOVA, CASSANDRA	83,992
SIUKSTERIS, SHARON	77,616	SPAGRUD, LARA	50,046
SJOGREN ZUCK, JUDY	54,546	SPAK, ALICIA	71,152
SKAKUN, JENNIFER	52,339	SPANJER, AMBER	59,152
SKINNER, DEAN	70,497	SPARKS, MELISSA	53,615
SKLAPSKY, DOREEN	59,848	SPARKS, SASHA	69,497
SKOYE, JACLYN	58,984	SPARROW, CHRISTINA	74,722
SLADEK, LOUISE	79,255	SPARROW, PEGGY	53,320
SLATER, JULIAN	67,983	SPEHAR, CONNIE	74,296
SLATTERY, KAREN	68,294	SPEHAR, CRYSTAL	72,579
SLIND, ANGELA	52,011	SPEISER, LOVELLA	75,205
SLOGOTSKI, ERIN	86,811	SPENCE, ANN MARIE	71,375
SMALLWOOD, LYNDA	94,159	SPENCE, DARLENE	57,062
SMART, VIKKI	98,111	SPENCER, CATHY	65,240
SMITH, CAROL	75,687	SPERLING, ANNE	96,640
SMITH, DOREEN	81,357	SPIGOTT, PAULA	59,510
SMITH, DORIS	68,784	SPIECHUK, TREENA	64,845
SMITH, FRAN	50,583	SPITHAKIS, CORINNE	91,052
SMITH, GLENN	106,621	SPITZIG, LYNNE	67,449
SMITH, HEATHER	52,368	SPIZAWKA, LOIS	85,485
SMITH, JODY	81,496	SPREACKER, DEBRA	82,731
SMITH, LEANNE	99,404	SPROAT MICKELSON, KATHLEEN	58,545
SMITH, LORI	51,171	SPROXTON, KATHERINE	99,171
SMITH, LYDIA	55,479	SQUIRES, LISA	72,439
SMITH, NICOLE	56,230	SREEDHAR, FRANCES	61,565
SMITH, PATRICIA	73,420	ST GERMAINE, JACKIE	53,497

ST GERMAINE, KRYE	59,409	STOEGER, ADRIANE	89,537
ST YVES, GUY	55,820	STOECKLEIN, COLLEEN	83,392
STABLER, ROD	66,991	STOICESCU, SHAWNA	57,406
STACEY, CARRIE	74,958	STOLARCHUK, THERESA	93,164
STADE, LYNNE	54,997	STONE, JERRE	83,506
STADNYK, BETTY	77,936	STONE, SHANNON	76,879
STALKER, TINA	53,293	STONEHOUSE, MICHELLE	51,411
STAMPE, HOPE	59,847	STOREY, LORRAINE	64,865
STANG, RHONDA	60,843	STOVALL, BEVERLEY	79,049
STANSKI, IRIS	88,136	STOVALL, BRYANT ST	62,500
STARECKI, TANYA	72,862	STREET, MICHELLE	72,640
STARKS, FAYE	109,278	STRENGER, MARLENE	85,563
STARLING, SONIA	63,008	STRICKLAND, JUDEE	80,637
STAROSTA, ROSEMARIE	77,956	STRIEMER, ROBIN	65,865
STAROSTA, VICTOR	52,083	STRILAEFF, DONNA	69,840
STAUDINGER, SUZANNE	58,086	STROMBERG, GRACE	74,770
STECKLER, ALISSA	63,485	STROO, DIONNE	72,131
STECKLER, BERNADETTE	61,688	STRUBLE, STEPHANIE	69,768
STEEL, TRACEY	66,094	STRUDWICK, DARYL	50,014
STEELE, MARIE	57,126	STUART, IAN	72,004
STEER, DEBBIE	64,365	STUART, PATRICIA	72,986
STEFANIUK, DEBRA	50,934	STUART, RODNEY	63,650
STEIGER, KIM	50,508	STUART, SUSAN	58,965
STEIN, DORIS	102,167	STUPAK, BETTY	53,263
STEIN, PAULETTE	79,836	SUIGNARD, KARLA	83,427
STENE, RICK	83,742	SULLIVAN, SMITH	66,001
STENER, MARIAN	50,572	SULLY, DARYL G	70,165
STEPHANSON, KAREN	59,177	SULYK, MAUREEN	76,915
STEPHEN, GLENN	50,839	SUMMACH, SANDRA	83,572
STEPHEN, JACKIE	59,679	SUMNER, CAROL	57,653
STEPHENS, JEWEL	94,551	SUNDBY, KAREN	65,099
STEPPAN, CAROL	81,745	SUNDHOLM, ELISA	57,715
STEVENS, AVA	89,866	SUTHERLAND, CARLEEN	92,895
STEVENS, JANICE	88,590	SUTHERLAND, WES	67,268
STEVENS, LINDA	89,792	SVEINBJORNSEN, CHERYL	62,268
STEVENS, WENDY	52,156	SVITLEKOFF, SHARON	97,144
STEVENSON, LOUISE	59,335	SVOBADA, ASHLEY	71,580
STEWART, BOBBYLYNN	68,218	SWEDENSKI, LORRAINE	74,621
STEWART, BONNIE JE	79,263	SWEDENSKI, MICHAEL	74,572
STEWART, CHERYL	65,262	SWEET, TAMMY	52,674
STEWART, LISA	70,896	SWENSON, CHRISTIE	78,477
STEWART, MARGARET	77,578	SWENSON, KELLY	62,336
STEWART, PAMELA	114,583	SWERHON, DANIEL	96,740
STIEB, OPAL	59,501	SWIATECKI, ANDREA	70,235
STIRLING, GLENNIS	67,185	SWIATECKI, CHRISTINA	71,960
STOBBE, ELAINE	55,855	SWITYK, DOREEN	72,349
STOBEE, RETA	66,916	SWITZER, IMELDA	85,306
STOCKDALE, KEIRA	52,465	SWORD, SUSAN	50,942
STOCKDALE WINDER, FERN	97,077	SYRING, MELITON	56,827
STOCKHAM, JANA	57,096	SZMUTKO, DANIEL	71,348
STODDARD, PATRICIA	60,211	TABELON, RAUL	123,822

TACIUK, PATRICIA	94,411	THOMPSON, NORMA	66,446
TAILLON, APRYL	67,149	THOMPSON, SANDRA	70,190
TALBOURDET, IRIS	51,798	THOMPSON, SHARON	95,161
TAMKE, JANICE	53,011	THOMSON, BRANDI	101,863
TANJUSAY, MAE	108,126	THORNE, STEPHANIE	95,262
TARR, DEVIN	66,041	THORPE, CHERYL	77,321
TARRY, MARK	122,197	THORPE, JENNY	70,536
TASA, KIRK	50,334	THRELFALL, MELISSA	81,196
TASTAD, LORI	57,873	TIEDJENS, ALICIA	87,291
TATARNIUK, ELAINE	76,674	TIESZEN, LEIGHTON	107,858
TAYLOR, AMBER	56,856	TILITZKY, CAROL	62,762
TAYLOR, DEB	61,554	TILK, JACLYN	53,881
TAYLOR, GLORIA	67,568	TIMM, DIANE	96,191
TAYLOR, KATHLEEN	67,103	TIMM, SHANE	74,833
TAYLOR, KIMBERLY	50,444	TIMMERMAN, WANDA	56,470
TAYLOR, NICOLE	56,451	TING, JOSEPH	52,635
TAYLOR, RHONDA	71,540	TISCHLER, WENDY	51,863
TAYLOR, SHAWN	75,424	TKACHUK, MARILYN	68,959
TAYLOR, TONYA	71,337	TKACHUK, MICHELLE	82,131
TEEKASINGH, MOHAN	90,252	TKACHUK, PATRICIA	59,224
TEGENKAMP, MARIE	68,865	TKACHUK, TRISTAN	92,888
TELFORD, DEBORAH	74,148	TOCHER, JERILYN	59,999
TEMPLE, BRENDA	81,711	TODD, VIDA	82,372
TERLESKI, DEBORAH	80,828	TOEWS, LORI	72,916
TETREAULT, COLETTE	76,924	TOH, JOANNE	81,918
THAKURDEEN, MEENA	92,412	TOKARCHUK, KELLY	55,696
THAYER, SCOT	75,659	TOLLEY, DESTINY	61,616
THEISSING, RITA	57,787	TOLLEY, JAY	79,817
THERENS, DEBRA	57,188	TOLLEY, LISA	63,403
THERRIEN, CHANTAL	61,499	TOMLENOVICH, PATRICIA	71,571
THIBAUT, DEBORAH	101,070	TOMLINSON, FAYE	66,960
THIBAUT, JOCELYNE	84,019	TOOLEY, KEVIN	58,475
THIBAUT, MICHELINE	67,523	TOOMER, CRISTINA	73,820
THIEL, CINDY	81,387	TOOVEY, SHAWN	93,534
THIEMANN, CAROL	60,962	TOPOLA, LESLIE R	78,644
THIEMANN, DELLA	54,226	TOPP, BRIAN	103,304
THIEMANN, DIANNE	50,934	TOPP, TAMMY	81,645
THIEMANN, LORRAINE	85,485	TORLAKOVIC, GORAN	294,458
THIESSEN, BRENDA	104,443	TORRENS, DONNA	83,503
THIESSEN, DOLORES	52,828	TOSO, ROBERT	64,322
THIESSEN, ELMA	79,158	TOWNSEND, LESLIE	89,023
THIESSEN, MELANIE	66,306	TOWNSEND, SHERILLE	72,181
THIESSON, BRIAN	65,728	TOWRISS, VICKI	109,642
THIRSK, LEIA	53,340	TOY, MARIE	75,664
THIVERGE, MARY	97,296	TRADEWELL, JAMIE	127,328
THOMA, ELSIE	75,676	TRAINOR, MICHELLE	72,349
THOMAS, ANGELA	53,836	TRAN, MAI	187,960
THOMAS, JUSTIN	64,925	TRAPLER, KURT	201,885
THOMAS, KELTEY	72,605	TRAYNOR, AMANDA	64,453
THOMAS, RUTH ANN	60,209	TRAYNOR, MARGUERIT	56,549
THOMPSON, CANDINA	71,872	TREBISH, LINDA	59,534

TREMBLAY, GOLDIE	89,792	VAN OLST, EVERT	118,509
TREMBLAY, LARINA	85,242	VANCOUGHNETT, WAYNE	67,728
TREMEER, JUANITA	98,027	VANDALE, CHANTELE	64,298
TREPPEL, DIANE	59,385	VANDERGROOT, MARY	120,236
TRICKER, CHAD	70,301	VANDERKOOY, KRISTEN	53,543
TRISCHUK, HEATHER	78,682	VANJOFF, LINDA	50,788
TROESCH, KRISTIN	50,043	VANTHUYNE, WENDY	97,696
TROTCHIE, PATTI	54,757	VARGA, JANET	56,489
TU, XIN	64,884	VARGA, MYRNA	65,888
TUCHSCHERER, MICHELLE	86,072	VARGAS, HERMERIGI	52,385
TUCKER, KIM	68,420	VARGO, LYNDA	84,818
TUCKER, LISA	73,731	VARLEY, LISA	56,386
TUNNICLIFFE, CINDY	79,458	VAUGHAN, LEANNE	81,975
TURAY, TONY	73,413	VAXVICK, SUSAN	54,990
TURK, BRADLEY	58,764	VEHABOVIC, AIDA	51,276
TURKINGTON, GERMAINE	55,967	VELASCO, VILMA	68,766
TURNBULL, MARION	134,010	VENNE, SANDRA	83,616
TURNER, ANDREA	51,655	VERBEKE, PAT	59,329
TURNER, LANI	86,663	VEREGIN, JACKI	66,877
TURNER, MARYANNE	58,444	VERESCHAGIN, PATRICIA	66,660
TURNER, TAMI	60,611	VERHAEGHE, RENEE	55,027
TURNER, WENDY	82,502	VERREALT, JARET	54,228
TUSTONIC, VLATKA	103,121	VIGNEAULT, ANNE EDIT	58,698
TWIGG, MARIANNE	65,052	VIKLUND, CHELSEY	56,386
TWIGG, SUSAN	101,509	VILAR, MICHELLE	63,088
TWIN, JIMMY	51,405	VILLEGAS, JOSEPHINE	55,278
TWORDIK, LEAH	57,922	VOLS, SANDRA	93,528
TYERMAN, ELAINE	63,879	VRBANCIC, MIRNA	94,961
TYSOWSKI, MELISSA	60,504	WADHAM, MEGAN	66,258
UCHACZ, TED	88,402	WAGNER, ANDREW	96,482
UGOLINI HILL, CRISTINA	80,249	WAGNER, SUSAN	56,177
UHL, SHANIN	50,392	WAGNER, VALERIE A	75,821
UHRYN, PAUL	105,783	WAINMAN, JUDY	72,895
ULMER, ANDREA	65,844	WAITHMAN, MAUREEN	54,976
ULVILD, JOANNE	54,979	WALD, MELODY	65,106
UMPHERVILLE, KAREN	54,011	WALDBAUER, LAVONA	56,305
UNGER, KEN	99,222	WALDENBERGER, RAE LYNN	75,682
UNRUH, DIANE	85,418	WALKER, JOYCE	174,645
UNRUH, JANET	66,398	WALKER, LINDSAY	67,516
UNSER, CORALEE	52,471	WALKER, MARY ELLE	60,025
UPSHALL, EVE	59,653	WALKER JOHNSTON, JO ANN	72,049
UPTON, JUANITA	54,832	WALKO, WAYNE	63,073
UPTON, TODD	55,443	WALL, MARLIN	52,191
URBANOWSKI, HOLLY	75,225	WALL, RUBY	75,617
URROZ, KAREN	62,888	WALL, WANDA	68,917
URSAKI, DIANE	114,669	WALLACE, SHERIANE	65,037
USHER, DOUG	52,670	WALLS, KELLY	55,131
USSELMAN, GLORIA	51,331	WALLS, ROBYN	56,252
VAIL, LANNA	93,352	WALTER, CHERRYL	92,472
VALENTINE, KAREN	76,232	WALTER, PAMELA	82,744
VAN AGTEREN, BEN	78,219	WALTON, ROBERT	56,807

WALTON, VICTORIA	82,087	WEITZEL, YVONNE	53,888
WANDZURA, SHARON	90,478	WELFORD, TARYN	57,299
WANG, MEISU	56,943	WELKER, KAREN	86,249
WANG, SEGUNDINA	60,667	WELLER, RANDY	70,194
WANNER, LYNN	54,517	WELTER, DEBORAH	63,496
WANNER, ROBIN	79,092	WELTER, DONELDA	74,236
WANNER, SHARON	54,483	WEMPE, KENDRA	58,843
WANNER, STACEY	67,845	WENC, BRIAN	121,674
WAPPLE, JAQUELINE	59,823	WENINGER, MICHELLE	73,095
WARD, BARRY	176,816	WENKOFF, JANE	80,625
WARD, MICHELLE	87,936	WENKOFF, PATRICIA	89,081
WARKENTIN, EMMA	76,431	WENZEL, DOUGLAS	77,553
WARLOW, TRISHA	58,324	WENZEL, MICHELLE	66,150
WARNER, WENDY	51,296	WERBESKI, SHIRLEY	77,837
WARNES, JASON	82,821	WERLE, JILL	93,934
WARREN, HEATHER	78,259	WERNER, LOUISE	80,285
WARRIAN, JEANETTE	50,677	WERT, MEREDITH	66,010
WARWARUK MCKAY, ADELE	56,241	WESTAD, OWEN	54,893
WASEND, TERESA	56,452	WESTAD, TRUDY	90,001
WASHINGTON, JO ANN	84,032	WEYLAND, BEVERLY	58,961
WASSERMANN, CHERYL	74,870	WEYLAND, SANDRA	50,229
WASYLENKO, KAREN R	79,227	WHARTON, NORMA	57,770
WASYLYK, SALLY	83,402	WHEELER, CARMEN	53,446
WATERHOUSE, KAREN	77,675	WHEELER, LONI	73,935
WATLING, MIKE	85,504	WHELAN, KEVIN	50,980
WATSON, SHARI	81,196	WHELAN, LORELEI	60,980
WATT, DAVID	76,214	WHETEN, SUSAN	71,181
WATT, PAMELA	87,360	WHITE, ROSEMARIE	72,466
WAUGH, HELEN	79,739	WHITE, RUTH R	60,248
WAYGOOD, JENNIFER	59,962	WHITEHEAD, KERI	59,515
WEBB, CRISTEL	76,319	WHITEHEAD POULIN, HOLLY ANN	52,328
WEBB, CRYSTAL	50,820	WHITFORD, DEANNA	57,531
WEBB LISTWIN, DENA	53,547	WHITING, BRENDA	55,473
WEBER, DAWN	62,982	WHITTER, BEVERLY	89,486
WEBER, SHELAGH	64,222	WHITTICK, HEATHER	55,106
WEBER, SHELLY	72,643	WIEBE, AMANDA	69,407
WEBER, TRENT	63,397	WIEBE, CAROL	51,498
WEBSTER, VERN	67,427	WIEBE, HELEN	60,283
WEDEWER, LEANNE	80,940	WIEBE, JAMES	73,154
WEEKS, ILA	65,451	WIEBE, JOLENE	74,443
WEHNER, LAURIE	58,750	WIEBE, MARY LYNN	72,275
WEIBEL, CAROLINE	84,220	WIEBE, MICHELINE	64,436
WEIERS, NORA	79,466	WIEBE, RUDOLPH	54,365
WEILAND, DIANE	81,787	WIEBE, SANDRA	51,819
WEIMAN, WENDY	76,565	WIEBE, STAN	101,359
WEINBERGER, LILAH	93,379	WIEBE, VERA	82,440
WEINMASTER, JULIE	62,772	WIECHNIK, NATISHA	89,906
WEISBROD, DEBRA	77,874	WIEGERS, LOIS	70,297
WEISGERBER, JANE	50,334	WIELER, ARLA	53,467
WEISNER, NATASHA	65,869	WIELER, BARBARA	68,139
WEISNER, VICTORIA	81,542	WIELER, SHIRLEY	74,807

WIENS, ERIN	82,245	WINTERHALT, DAWN	74,726
WIENSZ, SABINA	65,745	WINTON GREY, KENNETH	50,619
WIESE, JENNIFER	60,063	WINTON GREY, PATRICIA	61,380
WIGHT, TIM	63,812	WIRCHENKO, JANET	100,101
WIHAK, LAURA	63,027	WIRTH, PATRICIA	76,062
WILD, MEREDITH	95,547	WIRTZ, ELAINE I	51,244
WILDEMAN, CHERI	74,189	WISMINITY, JOANN	99,488
WILDEMAN, PHILIP	55,753	WISNER, OWEN	71,082
WILL, BEV	67,377	WISSER, SALLY	80,771
WILLARD, MYRNA	68,520	WITT, BRYAN	75,555
WILLEMS, TONYA	52,157	WITTE, KARIE	90,189
WILLEN, LEANN	71,753	WITTER, TRACY	80,807
WILLENBORG, ANDREA	66,799	WITTIG, GAIL	53,221
WILLIAMS, DARLENE	79,417	WIWCHAR, LAURA	54,632
WILLIAMS, ELLEN	75,114	WLADYCHKA, BARRY	72,760
WILLIAMS, JANICE	81,580	WOELK, CAROL	58,279
WILLIAMS, JESSICA	50,683	WOELK, LILLIAN	55,242
WILLIAMS, KERRY	77,445	WOLDEHANA, AWLACHEW	118,069
WILLIAMS, LINDSAY	67,402	WOLFE, BETTY	89,344
WILLIAMS, LISA	75,662	WOLFE, ROBIN	58,360
WILLIAMS, MICKIE	82,206	WOLFF, PAMELA	73,183
WILLIAMSON, STACEY	72,571	WOLFFE, GERALDINE	80,533
WILICK, MYRNA	64,459	WOLITSKI, WENDY	93,914
WILLISON, KIMBERLY	61,036	WOLITSKI PARENT, TRICIA	53,225
WILLISON, LAURA	69,389	WOLOSCHUK, DEBRA	60,982
WILLMAN, PAMELA	55,029	WOLOSHYN, AMY	71,818
WILLMS, JULIE	51,405	WONG, ADAM	110,786
WILLMS, LINDA	52,362	WONG, SIEW MAY	91,780
WILLS, ULANA	58,698	WOOD, KAREN	65,030
WILSON, BARBARA	67,526	WOODCOCK, ERINN	73,675
WILSON, BETTE ANN	84,666	WOODFORD, KARYN	67,030
WILSON, DIANNE	59,741	WOODROW, NICOLE	68,948
WILSON, DOROTHY	65,628	WOODS, BRYAN	95,676
WILSON, GAIL	60,186	WOODS, MARC	100,391
WILSON, LAURENE	110,170	WOODS, MARION	61,051
WILSON, LORRAINE	94,403	WOODS, MELANIE	102,922
WILSON, MONIQUE	81,602	WOODS, TERESA	91,130
WILSON, RONALD	64,619	WOODSWORTH, PAMELA	87,694
WILSON, TAMMY	53,351	WOOFF, PAULA	60,707
WILSON, TYLER	55,186	WORMS, JESSICA	79,679
WINARSKY, PATRICIA	50,250	WORTH, LESLIE	94,791
WINCHESTER, TONY	87,471	WORTH, QUINN	58,954
WINDJACK, ASHLEE	54,957	WOURMS, GWEN	52,307
WINDSOR, NICOLE	71,889	WOURMS, LENORE	80,350
WINGERAK, DIANNE	72,347	WOURMS, MARIA	80,536
WINGROVE BURKE, DOREEN	78,544	WOWCHUK, CYNTHIA	50,059
WINKEL, JAMES	65,297	WOYCHUK, PATRICIA	78,017
WINKEL, JENNIFER	58,925	WOYTKO, HELEN	88,059
WINKELMANN, DARLENE	78,442	WOZNIAK, PATRICIA	83,311
WINTER, AUDREY	62,333	WRIGHT, BARBARA	84,478
WINTERHALT, CHALSEE	64,107	WRIGHT, DARLENE	78,450

WRIGHT, DONNA	63,247	ZERR, JOANNE	98,630
WRIGHT, JUDITH	89,900	ZHOU, YUE	72,144
WRIGHT, LINDA	69,684	ZHU, YING HUI	90,125
WRIGHT, MARGARET	68,106	ZIEBART, LINDA	70,458
WRIGHT, MICHELLE	70,336	ZIEBART, MELANIE	57,794
WUDRICK, ROSALIE	80,882	ZIEFFLIE, ROXANNE	82,912
WUNDERLICH, KENTON	86,578	ZIELINSKI, LYNETTE	56,289
WYLIE, LINDA	62,631	ZIELKE, KIMBERLY	80,575
XU, QINGYONG	109,165	ZIMMER, BRIAN	88,881
YAKUBOWSKI, RHODA	59,415	ZIMMER, DOREEN	115,579
YAMNIUK, CLIFFORD	61,538	ZIMMER, KARMA	50,085
YAN, JIE	65,423	ZIMMERMAN, JAIMIE	53,375
YANCIW, DAVID	72,347	ZIMMERMAN, TINA	80,225
YANKOSKI, EMILY	85,309	ZINCHUK, MELANIE	86,920
YANO, VALERIE	64,803	ZINGER, LYNN	61,513
YANOSHEWSKI, WENDY	76,039	ZIOLKOWSKI, DALE	85,680
YARIE, DEREK	57,331	ZIOLKOWSKI, LAURIE	80,480
YARMOVICH, TREVOR	69,128	ZIPP, AMELIA	52,556
YAROSHO, DELLA	79,616	ZOERB, ANGELA	76,483
YASINSKI, DAVID	66,766	ZOERB, CHERYL	86,812
YATSURA, ALARICE	74,527	ZUNTI, LISA	56,463
YEE, DEREK	59,359	ZUREVINSKI, KAREN	60,682
YEE PARDOSKI, GAYLENE	72,906	ZUREVINSKY, JOCELYN	58,385
YISAK, ROSA	58,887	ZWIERZYNSKI, JUDITH	81,977
YLIOJA, ANITA	90,024	ZWINGLI, SHANTEL	57,755
YOUCHYZIN, JACQUELYN	59,086		
YOUNG, BEVERLY	67,664		
YOUNG, GLENDA	71,419		
YOUNG, TERRY	79,263		
YULE, ANGELA	60,178		
YURY, CALVIN	69,555		
YUZDEPSKI, CURTIS	52,980		
YUZICAPI, RENEE	51,983		
YUZYK, SUSAN	99,784		
ZABA, EILEEN	71,289		
ZABALA, ANA	67,575		
ZABLOCKI, SCOTT	58,308		
ZACHARIAS, HENRY	59,165		
ZACHARIAS, JULIE	55,503		
ZACHARIAS, KIMBERLY	61,218		
ZAHARIA, MARILEE	111,112		
ZAKALUZYNY, PATRICIA	51,915		
ZAKALUZYNY, TANYA	65,162		
ZAKRESKI, TRACY	66,228		
ZALEWSKI, RONDA	55,578		
ZAMOSNY, JACQUELIN	61,217		
ZARY, ANDREA	51,995		
ZARYCKI, KRISTA	61,231		
ZDAN, VIRGINIA	56,252		
ZELMER, KATHY	82,275		
ZENNER, TREENA	77,152		

TRANSFERS

Listed, by program, are transfers to recipients who received \$50,000 or more.

AUTISM TREATMENT SERVICES OF SASKATCHEWAN INC.	184,277
BETHANY PIONEER VILLAGE INC.	1,765,428
CANADIAN MENTAL HEALTH ASSOCIATION	171,292
CENTRAL URBAN METIS FOUNDATION INC	208,454
CIRCLE DRIVE SPECIAL CARE HOME INC.	2,855,022
COMMUNITY HEALTH SERVICES (SASKATOON) ASSOCIATION LTD.	296,677
COSMOPOLITAN INDUSTRIES LTD	65,677
CROCUS CO-OPERATIVE	276,766
DUCK LAKE AND DISTRICT NURSING HOME INC.	1,729,008
ELMWOOD RESIDENCE INC.	100,750
HUMBOLDT AND DISTRICT AMBULANCE SERVICE	533,098
INDIVIDUALIZED HOME CARE FUNDING	629,752

JUBILEE RESIDENCES INC. (PORTEOUS LODGE)	4,386,824
JUBILEE RESIDENCES INC. (STENSRUD LODGE)	4,353,440
LAKEVIEW PIONEER LODGE INC.	2,385,700
LANGHAM SENIORS CITIZENS HOME	791,588
LANIGAN AND DISTRICT AMBULANCE ASSOCIATION	149,482
LUTHER CARE COMMUNITIES (LUTHERAN SUNSET HOME)	6,686,150
M.D. AMBULANCE CARE LTD.	4,455,190
MENNONITE NURSING HOME INC.	3,804,965
MIDWAY AMBULANCE CARE LTD.	402,989
OLIVER LODGE	5,138,993
OMI LACOMBE CANADA INC	157,431
PRESTON NURSING HOME, SASKATOON OF EXTENDICARE (CANADA) INC.	3,781,887
QUILL PLAINS AMBULANCE CARE LTD.	254,817
ROSTHERN AND DISTRICT AMBULANCE	354,939
SASKATOON CONVALESCENT HOME	3,473,948
SASKATOON CRISIS INTERVENTION SERVICES, INC.	378,842
SASKATOON HOUSING COALITION, INC.	759,721
SASKATOON TRIBAL COUNCIL URBAN FIRST NATION SERVICES INC	80,000
SHAMROCK AMBULANCE CARE INC.	294,253
SHERBROOKE COMMUNITY SOCIETY INC. (CENTRAL HAVEN SPECIAL CARE HOME INC)	2,670,900
SHERBROOKE COMMUNITY SOCIETY INC. (SHERBROOKE COMMUNITY CENTRE)	17,006,554
SISTERS OF ST ELIZABETH	142,729
SPRUCE MANOR SPECIAL CARE HOME INC.	1,830,364
ST ANN'S SENIOR CITIZENS VILLAGE CORPORATION	3,539,828
ST JOSEPH'S HOME FOR THE AGED	3,243,417
STRASBOURG AMBULANCE SERVICE	296,142
STRASBOURG AND DISTRICT HEALTH CENTRE	211,349
STUDENT WELLNESS INITIATIVE TOWARD COMMUNITY HEALTH (SWITCH)	50,000
SUNNYSIDE ADVENTIST CARE CENTRE	4,330,011
SUNSHINE HOUSING INC	123,178

THE SASKATOON DOWNTOWN YOUTH CENTRE INC	112,500
UNIVERSITY OF SASKATCHEWAN STUDENT HEALTH CENTRE	116,000
URSULINE NUNS OF BRUNO	69,989
URSULINES OF ST ANGELA'S CONVENT	97,641
WAKAW AMBULANCE SERVICE	246,833
WARMAN MENNONITE SPECIAL CARE HOME INC.	1,380,515
WYNARD AND DISTRICT COMMUNITY HEALTH CLINIC ASSOC. LTD.	219,732

Supplier Payments

Listed are payees who received \$50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment.

A1 POWER DOOR LTD	117,471
ABBOTT LABORATORIES	2,218,623
ABBOTT VASCULAR DIVISION	836,080
ABSOLUTE DRYWALL	100,062
AC FLOORING & INSTALLATION	322,337
ACARA GLASS & ALUMINUM LTD	68,284
ACCREDITATION CANADA	96,221
ACCREDITO HEALTH GROUP	196,800
ACKLANDS-GRAINGER INC	61,845
ACMI CANADA	119,565
ACTION OFFICE INTERIORS	294,564
ADOLPH, DR J	110,055
ADT SECURITY SERVICES CANADA INC	57,652
AERO DELIVERY	52,150
ALCON CANADA INC	2,001,842
ALL-BRITE ELECTRIC	1,665,463
ALLERGAN INC	395,736
ALLMAR DISTRIBUTORS	93,154
AMIN, DR DEVENDRA	91,979
AMO (ADVANCED MEDICAL OPTICS) INC	129,197
AMS CANADA INC	324,247
AMT VANTAGE GROUP INC	189,795
ANAESTHESIA SERVICES GROUP	109,659
ANGUS MEDICAL INC	282,131
ANIXTER CANADA INC	86,041
AODBT (ARCHITECTURE INTERIOR DESIGN)	592,294
APARC SYSTEMS	243,102
APARC SYSTEMS (US)	64,500

APEX CORPORATION	61,614	CAPITAL CITY PARKING (SASK)	88,857
ARCHER, DR DAVID	179,109	CARDINAL HEALTH	131,664
ARJO CANADA INC	1,502,366	CARESTREAM MEDICAL LTD	186,635
ARMSTRONG MEDICAL INDUSTRIES	90,214	CARIDIANBCT (CANADA) INC	64,785
ARROW MEDICAL PRODUCTS LTD	165,727	CARL ZEISS CANADA LTD	239,070
ASSOCIATED HEALTH SYSTEMS	161,439	CARMEN GAMBLE MEDICAL PC INC	226,822
ASSOCIATED RADIOLOGISTS	8,586,052	CATHOLIC HEALTH ASSOC OF SASKATCHEWAN	58,234
AUDITORIUM HOLDINGS	90,389	CEG ENERGY OPTIONS	934,051
B A ROBINSON CO LTD	50,910	CENTENNIAL FOODSERVICE	267,937
B BRAUN MEDICAL INC	518,380	CF NIEMAND MEDICAL PROFESSIONAL CORP	70,743
BALDWIN, DR HAL	159,795	CHARTIER ARNOLD BROCK & ASSOCIATES	64,748
BARD CANADA INC	914,357	CHILD CARE SOCIETY	50,040
BARRIER COATINGS LTD	107,363	CHRISTIE GROUP LTD	111,816
BATOOL, DR M	132,000	CITY CENTRE FAMILY PHYSICIANS	66,474
BAXTER	3,444,573	CITY OF HUMBOLDT	105,185
BAYLIS MEDICAL COMP	107,186	CITY OF SASKATOON	3,636,577
BC TEXTILE INNOVATIONS INC	67,922	CLARION MEDICAL TECHNOLOGIES	475,958
BEARING & TRANSMISSION LTD	71,656	CLARK ENGINEERING INC	115,916
BEAVIS, DR R COLE	61,002	CLARK, DR MALIN	60,934
BECKMAN COULTER INC	2,150,752	COAST PAPER	74,904
BECTON DICKINSON & CO LTD	131,845	COLLIERS MCCLOCKLIN REAL ESTATE CORP	981,276
BHALERAO, DR UDDHAV	160,197	COMMUNITY HEALTH SERVICES (SASKATOON) ASSOCIATION LTD	616,636
BIOMED RECOVERY & DISPOSAL	601,809	COMPASS GROUP CANADA (BEAVER) LTD	222,423
BIOMERIEUX CANADA INC	421,901	COMPUTER TRENDS CANADA INC	70,266
BIOMET CANADA INC	131,633	COMPUTRITION	91,729
BIORAD LABORATORIES CAN LTD	212,736	CONMED CANADA	81,342
BLACK SHINE CONSULTING	70,413	CONVATEC CANADA LTD	90,053
BLACKBAUD CANADA	52,741	COOK CANADA INC	1,290,356
BLINDS UNLIMITED	66,956	COPETE, DR MARIA A	58,176
BOMIMED INC	1,261,063	CORNERSTONE TILE LTD	59,146
BOSTON SCIENTIFIC LTD #T6176	1,962,229	COSMOPOLITAN INDUSTRIES LTD	63,082
BRACCO DIAGNOSTICS CANADA	169,597	CPC NETWORKS CORP	298,200
BRENNAN, DR STEFFAN	90,162	CPDN/RCDP	5,312,362
BRILZ, DR TONY	368,771	CRANE SUPPLY	65,701
BROSE, DR KELSEY	90,511	CRONUS TECHNOLOGIES	202,748
BUCKWOLD & SONS	120,911	CROSSMAN, DAVE	85,113
BUNZL DISTRIBUTION	743,260	CSI CONSULTING INC	63,693
BURLODGE CANADA	627,859	CSP MEDICAL	72,267
BWR MEDICAL PROF CORP	333,125	CYPRESS SALES PARTNERSHIP	186,740
CALGARY HEALTH REGION	661,316	DAB WELDING & REPAIR	67,455
CALGARY LABORATORY SERVICES	95,395	DAKO CANADA INC	285,735
CAL-TECH ELECTRIC INC	79,543	DALA, DR	205,461
CANADA MICROSURGICAL LTD	344,354	DANG, DR. BAO	95,018
CANADIAN COMMUNICATION PRODUCTS (CCP)	56,000		
CANADIAN CORPS OF COMMISSIONAIRES	402,179		
CANADIAN HOSPITAL SPECIALTIES	68,232		
CAN-MED HEALTHCARE	209,917		

DATASCOPE CORP	62,226	DR NICHOLAS G IVANANS MEDICAL P C INC	260,284
DAVIS MACHINE CO 1960 LTD	57,240	DR NORMAN JOANIS MEDICAL PROF CORP	353,400
DELOITTE INC	97,793	DR OLATUNBOSUN MEDICAL PROF CORP	432,692
DEPT OF ANESTHESIOLOGY	180,587	DR OTTO MOODLEY MEDICAL PROF CORP	282,080
DEPT OF PEDIATRICS	285,134	DR P GAERTNER MEDICAL PROF CORP	458,305
DIRECT ENERGY BUSINESS SERVICES	1,079,190	DR PATRICK LING MEDICAL PROF CORP	406,212
DR A P KAKADEKAR PROF MEDICAL CORPORATION	75,684	DR PAUL HAYES SURGICAL PROF CORP	53,911
DR ALBERT LAMPRECHT INC	86,926	DR PAUL OLSZYNSKI MED PROF CORP	179,997
DR ANGELA M BALDELLI MEDICAL PROF CORP	144,122	DR PETER SPAFFORD MEDICAL PROF CORP	58,028
DR BRIAN BROWNBRIDGE MEDICAL PROF CORP	89,165	DR R H KLASSEN MEDICAL PROF CORP	269,552
DR D TORR MEDICAL P.C. INC	59,506	DR RAHUL KHANNA MEDICAL PROF CORP	218,509
DR DAVID CAMPBELL MEDICAL PROF CORP	144,447	DR RONALD SIEMENS PROF CORP INC	274,093
DR GENE MEDICAL PROF CORP	327,202	DR RYAN O'NEILL PROF CORP	298,909
DR J & V MEDICAL PROF CORP	228,656	DR S SHEPPARD MEDICAL PROF CORP	175,715
DR J FROH MEDICAL PROF CORP	466,334	DR SHIV AMBULGEKAR MEDICAL PROF CORP	199,457
DR J MCKERRELL MEDICAL PROF CORP	83,448	DR SIMON CHEN MEDICAL PROF CORP	120,403
DR JAMES STEMPIEN MEDICAL PROF CORP	324,194	DR T LEDDING MEDICAL PROF CORP	457,460
DR JIM WERBICKI MEDICAL PROF CORP	465,030	DR THOMAS A JOHNSON MEDICAL PROF CORP	128,746
DR JOEL YELLAND MEDICAL PROF CORP	273,753	DR ULMER MEDICAL PROF CORP	57,591
DR JOHN PESENTI MEDICAL PROF CORP	431,218	DR V CATTELL MEDICAL PROF CORP	306,664
DR JOHN WALSH MEDICAL PROF CORP	420,818	DR VERNON BEHL MEDICAL PROF CORP	325,131
DR K D KOK MEDICAL PROF CORP	341,609	DR W DALLAS PEARSON MEDICAL PROF CORP	260,150
DR K GOWDA MEDICAL PROF CORP	322,193	DR W HAMMAN MEDICAL	362,239
DR KRISTA-LEE WEMPE MEDICAL PROF CORP	76,354	DR Y NATARAJ MEDICAL PROF CORP	78,833
DR M B HARINGTON MEDICAL PROF CORP	51,406	DRAGER MEDICAL CANADA INC	137,089
DR MANDEEP UBHI MEDICAL PROF CORP	215,547	DRS LEIPOLDT & WESSELS MEDICAL	148,822
DR MARGARET B TRUCHAN MEDICAL	184,008	DRUMMOND, DR ROBBIE	102,225
DR MARK JAMES MEDICAL PC LTD	131,381	DYNACON INC	168,000
DR MARK WAHBA MEDICAL PC INC	277,807	DYNAMEX CANADA INC	574,053
DR MICHAEL TYRRELL MEDICAL PROF CORP	54,940	DYNATECH 2000 INC	83,073
DR MURRAY OPDAHL MEDICAL	51,371	EARL'S PHARMACY LTD	288,187
DR N NAIDOO MEDICAL PROF CORP	359,808	EBSCO CANADA LTD	111,094
DR NAIYAR KHAYYAM PROF CORP	297,281	ECLIPSYS	188,622
DR NAWAL K SHARMA MEDICAL PROF CORP	371,046		

EDEN TEXTILE LTD	217,755	HOLLISTER LTD	79,386
EDWARDS LIFESCIENCES (CAN) INC	258,006	HOLT, DR ALANA	171,536
EECOL ELECTRIC LTD	271,844	HONEYCOMB ENTERPRISES	67,513
EL-AGNAF, DR MOULOD	55,000	HONEYWELL	76,795
EPF MEDICAL PROF CORP	274,363	HORIZON COMPUTERS SOLUTIONS	985,533
ESBE SCIENTIFIC	234,002	HOSPIRA HEALTHCARE CORPORATION	3,828,740
ETCHEVERRY, DR D	122,699	HOSPITALITY NETWORK CANADA INC	161,462
EV3 INC	142,827	HOSPITALS IN COMMON LAB INC	122,195
FAMILY SERVICE SASKATOON FOUNDATION	331,163	HOWSAM, DR JUDY	104,707
FEDERAL EXPRESS CANADA	129,080	HUB CITY MFG CO LTD	82,402
FERRING INC	65,339	HUMBOLDT LUMBER MART LTD	53,611
FGI SUPPLY LTD	67,959	HUSSAIN, DR TOUSIEF	51,193
FISHER SCIENTIFIC	622,949	I & M WELDING & FABRICATING LTD	175,256
FITZPATRICK, DR WEN	62,574	IBM CANADA LTD	65,978
FLAME TECH SERVICES 2000	77,674	ICBM (INTER - CITY MECHANICAL LTD)	70,778
FORVEST INVESTMENTS INC	360,151	ICD (INDEPENDENTS CHOICE DIST)	1,066,432
FOURNIER, DR COLETTE	164,537	INFORMATION CONTROL LLC	162,156
FRASER HEALTH AUTHORITY	78,570	INFO-TECH RESEARCH GROUP	90,108
FRIGGSTAD DOWNING HENRY ARCHITECTS	890,262	INNOMAR STRATEGIES INC	93,746
FRONT LINE FURNITURE SERVICES	57,220	INNOVA MEDICAL OPHTHALMICS	82,740
FUTUREMED HEALTH CARE PRODUCTS INC	1,926,839	INNOVATIVE CARDIAC CARE INC	62,391
GAMBRO CANADA INC	1,421,150	INO THERAPEUTICS	140,101
GAMMA - DYNACARE MEDICAL LABORATORIES	2,766,754	INSTRUMENTARIUM	132,888
GANUGAPATI, DR USHA	245,470	INSTRUMENTATION LABORATORY (CANADA) LTD	54,552
GE HEALTHCARE CANADA INC	1,794,219	INTER MEDICO	100,518
GEANEL RESTAURANT SUPPLIES LTD	82,492	INTER V-MEDICAL INC	171,787
GENIVAR	72,483	INVERNESS MEDICAL CANADA	130,326
GENPHARM INC	61,875	INVESTORS GROUP	72,252
GENZYME CANADA	67,595	IPAMS	62,511
GEORGE COUREY INC	81,849	IRON MOUNTAIN	57,939
GIVELICHIAN, DR LAU	97,480	IVERSON, DR LANCE	289,691
GLOBE EXCAVATING 1990 LTD	75,653	IZZO GROUP LTD	75,406
GOLDEN OPPORTUNITIES FUND	71,182	J A W MEDICAL SERVICES	406,703
GRAND & TOY LTD	1,411,756	JANSSEN-ORTHO INC	821,953
GREAT WEST LIFE	3,018,168	JDJ CONSULTING LTD	131,990
HA, DR HANG	118,159	JOHNSON & JOHNSON	3,593,067
HAFEZI, DR RODMEHR	86,690	JOHNSON CONTROLS	962,929
HATTINGH, DR SUZANNE	133,353	JOHNSON MEDICAL CARE P C LTD	60,536
HAY GROUP LIMITED	65,091	JOINT SOLUTIONS	126,715
HEALTH SCIENCES ASSOC OF SASK	755,317	JONES, DR JENNIFER	100,000
HEALTHMARK LTD	510,542	KARL STORZ ENDOSCOPY CANADA LTD	84,941
HEALTHMETRX CANADA INC	71,239	KCI MEDICAL CANADA INC	381,996
HERTZ NORTHERN BUS	210,038	KEEGAN, DR DAVID	80,078
HICKSON HOLDINGS LTD	126,204	KEIR SURGICAL	174,321
HILL-ROM CANADA	1,533,432	KEYANO OMA EARLY LEARNING CENTRE	61,189

KINZEL CADRIN & ASSOCIATES CONSULTING	57,343	MEDICAL MART SUPPLIES WEST LIMITED	463,307
KLS MARTIN	77,000	MEDICAL SYSTEM INTERNATIONAL	125,255
KONE INC	73,395	MEDICHAIR	296,376
KONICA MINOLTA BUSINESS SOLUTIONS INC	250,069	MED-I-PANT INC	85,539
KPMG MANAGEMENT CONSULTING	171,195	MEDTRONIC	3,900,362
KRONOS	179,338	MERCAN RECRUIT LTD	186,797
LABELLE, DR P	412,200	MERCK FROSST CANADA LTD	144,841
LABORIE MEDICAL TECHNOLOGIES INC	87,520	METROWICH	163,977
LAC-MAC LIMITED	89,593	MHI SYSTEMS INC	77,271
LANTHEUS MI CANADA	441,013	MICHALSKI, DR ROMAN	53,883
LAUBSCHER, DR BARRY	424,457	MICROSULIS MEDICAL LIMITED	87,780
LAWSON, DR DENNIS	62,505	MID-WEST DEVELOPMENT CORP	253,414
LEDBETTER COMMUNICATIONS	67,892	MINISTER OF FINANCE	3,038,496
LEICA MICROSYSTEMS (CANADA) INC	448,446	MISTER PRINT	67,800
LEXMARK CANADA INC	461,120	MOHR, DR K	152,692
LIFESCAN CANADA LTD	308,414	MOODLEY, DR AARON	221,211
LINVATEC CANADA	1,235,883	MYTRAVEL / SINFONIA	159,624
LKH MECHANICAL	95,545	NALCO CANADA CO	120,393
LOGOS CONSULTING LTD	84,275	NEVELING MEDICAL PROFESSIONAL CORP	55,680
LONDON LIFE INS CO	233,343	NIEMAND, DR CHRISTIAAN	56,953
LONDON LIFE INSURANCE CO LTD	422,082	NORM'S INTERIOR	168,151
LORAAS DISPOSAL SERVICES LTD	189,236	NOVARTIS PHARMACEUTICALS CANADA INC	362,283
LUBIANTORO MEDICAL PROFESSIONAL INC	381,975	NUANCE COMMUNICATIONS INC	166,249
LYNX MEDICAL PRODUCTS INC	60,242	OGUNYEMI, AYODELE O	70,718
M D AMBULANCE CARE LTD	1,042,072	OLYMPUS CANADA INC	849,224
MACQUARIE EQUIPMENT FINANCE LTD	1,198,522	ONE LAMBDA INC	175,353
MALIK, DR AASIM	215,922	ORACLE CORP CANADA	451,289
MAMCHUR, DR LORI	265,641	ORTHO CLINICAL DIAGNOSTICS	402,723
MAQUET- DYNAMED INC	167,863	OTICON / PHONIC EAR LTD	161,599
MARCIE CAKES	69,035	OTIS CANADA INC	173,722
MARSH CANADA LIMITED	1,653,405	OXOID INC	118,118
MASIOWSKI, DR ANTHONY PAUL	52,300	OYEDOKUN, DR SEGUN	471,203
MATER, DR AHMED	70,922	PACKAGE PAINT	54,364
MATRIX VIDEO COMMUNICATIONS CORP	50,950	PEARSON, DR DEREK	295,901
MATTERHORN COMPUTER CONSULTING CORP	70,629	PENTAX CANADA INC	499,180
MAYO COLLABORATIVE SERVICES, INC	85,388	PEPP (PUBLIC EMPLOYEES PENSION PLAN)	409,146
MBUYI, DR FELICIEN	55,700	PEPSI-COLA CANADA BEVERAGES	266,321
MCARTHUR MEDICAL SALES INC	80,152	PERCY H DAVIS LTD	97,043
MCKESSON CANADA	4,573,627	PHARMASAVE	92,309
MED 2020 HEALTH CARE SOFTWARE	77,273	PHARMASYSTEMS INC	114,788
		PHILIPS MEDICAL SYSTEMS CANADA	5,095,816
		PHONAK CANADA LTD	652,863
		PILLING WECK CANADA L P	85,558

PINNACLE DISTRIBUTION INC	151,043	SAPUTO DAIRY PRODUCTS CANADA G P	723,839
PITNEYWORKS	112,802	SASK HEALTH INFO NETWORK	436,037
PLANNED LEGACY	283,033	SASK TRANSPORTATION COMPANY	55,730
PML MICROBIOLOGICALS	130,640	SASKATCHEWAN CANCER AGENCY	109,624
POSTAGE BY PHONE	429,710	SASKATOON BUSINESS COLLEGE LTD	83,026
PRAIRIE DISTRIBUTORS (CENTRAL) INC	211,506	SASKATOON CRISIS INTERVENTION SERVICES INC	50,000
PRAIRIE MOBILE COMMUNICATIONS	153,618	SASKATOON OB ANAESTHESIA GROUP	1,985,419
PRAXAIR	311,386	SASKATOON RADIO CABS	86,563
PRECISE PARKLINK (WEST) LTD	90,033	SASKATOON UNITED WAY	84,907
PRESTON NURSING HOME, SASKATOON OF EXTENDICARE (CANADA) INC.	72,479	SASKDATA SYSTEMS LTD	107,842
PRINTWEST COMMUNICATIONS	138,481	SASKENERGY	2,868,046
PROFORMA QUALITY SOLUTIONS	333,775	SASKPOWER	1,072,560
PROJECTLINE SOLUTIONS INC	181,184	SASKTEL CMR	3,524,782
PSS PENSION	100,587	SASKTEL MOBILITY CELLULAR	389,700
PUROLATOR COURIER LTD	125,309	SASKWORKS VENTURE FUND INC	630,718
Q MED INC	68,308	SAUNDERS EVANS ARCHITECTS INC	357,417
QUEST MEDICAL	97,063	SCHAAN HEALTHCARE PRODUCTS	5,758,554
QUOREX CONSTRUCTION	16,397,591	SCOTT WEBER & GASPER BARRISTER	585,000
R S BASI MEDICAL DOCTOR PROF CORP	310,367	SEIU LOCAL 333	3,725,741
RADIOMETER CANADA	223,540	SELK, DR BRAD	65,000
RAHAMAN, DR OMAR	216,903	SHANAHAN'S BUILDING SPECIALTIES LTD	120,162
RAJPUT, DR ALI	75,000	SHARED VISIONS INC	75,693
RANCO MANUFACTURING INC	74,414	SHEPP	58,819,953
RECEIVER GENERAL FOR CANADA	155,823,723	SHO, DR A	50,121
REED SECURITY	80,932	SIASST WASCANA CAMPUS	64,447
REGINA QU'APPELLE HEALTH REGION	396,678	SIEMENS BUILDING TECHNOLOGIES LTD	226,110
REISNER, DR DEBRA	128,214	SIEMENS CANADA LIMITED	7,131,609
RICHEA HEALTH CONCEPTS INC	164,114	SIEMENS HEARING INSTRUMENTS	294,746
RIDEAU RECOGNITION SOLUTIONS INC	143,550	SIEMENS WATER TECHNOLOGIES CANADA INC	65,991
ROBBIE DRUMMOND MEDICAL PROF CORP	165,001	SKIDATA, INC	70,442
ROBERTA SCHELLENBERG MED PROF CORP	219,274	SMITH & NEPHEW	761,079
ROCHE DIAGNOSTICS	187,590	SMITHS MEDICAL CANADA LTD	357,956
ROD HAFEZI MED PROF CORP	142,309	SMITHWICK'S PHYSIOTHERAPY	481,667
ROXON MEDI-TECH LTD	734,827	SOFT COMPUTER CONSULTANTS	400,971
RUSSELL FOOD EQUIPMENT LTD	68,963	SOFTCHOICE CORPORATION	532,631
S O ASHER CONSULTANTS	69,095	SOMAGEN DIAGNOSTICS INC	609,401
SAHO	31,056,267	SONOSITE	55,825
SAMMONS PRESTON ROYLAN CANADA INC	54,324	SORIN GROUP CANADA INC	1,516,529
SANDOZ CANADA INC	145,893	SOURCE	4,831,562
SANOPI PASTEUR LIMITED	140,141	SRNA (SASK REGISTERED NURSES ASSOC)	1,356,491
		ST JUDE MEDICAL CANADA INC	448,090
		ST PAUL'S HOSPITAL	91,215

STAKIW, DR KEN	291,161	UNIV OF SASK PHYSICIANS' BILLING OFFICE	12,113,235
STANTEC ARCHITECTURE LTD	261,485	UROLOGY ASSOCIATES	130,365
STANTEC CONSULTING LTD	85,677	VCM CONTRACTORS & ENGINEERS LTD	669,303
STARBUCKS COFFEE COMPANY	197,486	VENTANA MEDICAL SYSTEMS INC	61,498
STARKEY LABS - CANADA CO	264,884	VERATHON MEDICAL	50,616
STC URBAN FIRST NATION SERVICES INC	641,055	VFA CANADA	89,580
STERIS CANADA INC	608,449	VIGER, DR. MARC	62,690
STEVENS COMPANY	1,380,856	VIPOND FIRE PROTECTION INC	55,404
STEWART, DR KRIS	128,157	VITAL AIRE HEALTHCARE	602,119
STRENGTHENING THE CIRCLE	130,935	VOGEL, DR WENDY	390,966
STRUMPHER, DR JOHANN	92,430	VWR INTERNATIONAL LTD	311,919
STRYKER CANADA INC	691,299	W L GORE AND ASSOCIATES CANADA INC	269,713
SUMMIT TECHNOLOGIES INC	250,873	WS MANAGEMENT CORP	181,509
SUN	3,119,897	WADENA & AREA HEALTH FOUNDATION	59,583
SUN-LOCAL 107	82,282	WALL, DR CHRISTOPHER	62,500
SUN-LOCAL 75-UIC	258,320	WALTER P MOORE	99,033
SURGIPATH CANADA	51,096	WANSON, DR ANNABELL	58,315
SUROS SURGICAL SYSTEMS INC	70,662	WANSON, DR LAURENT	131,667
SYNTHES (CANADA) LTD	801,696	WATEROUS POWER SYSTEMS	89,825
SYSCO FOOD SERVICES OF REGINA	3,617,559	WAWRYK ASSOCIATES LTD	141,869
SZABO, DR EILEEN	81,696	WBM OFFICE SYSTEMS	162,311
TAYLOR PROPERTIES	68,054	WCB	10,056,167
TCU PLACE	84,412	WEILER, DR ROB	155,160
TELEFLEX MEDICAL L P	79,371	WEMPE, DR KRISTA	124,116
TEX-PRO WESTERN LTD	82,131	WESCLEAN EQUIPMENT & CLEANING SUPPLIES LTD	136,224
THE CALDWELL PARTNERS INTERNATIONAL	71,063	WEST WIND AVIATION	97,850
THE HANEN CENTER	79,932	WESTON BAKERIES LTD	145,968
THE MARKETING DEN	52,126	WIDEX CANADA LTD	228,178
THE STAR PHOENIX	71,469	WOODS, DR ROB	290,455
THERAKOS	71,257	WRHA - HEALTH SCIENCES CENTER	56,046
THERMO PLUS COATINGS LTD	340,104	WRIGHT CONSTRUCTION WESTERN INC	13,751,973
THERON, DR JAN	326,744	WRIGHT MEDICAL TECHNOLOGY	58,802
THYSSENKRUPP ELEVATOR	154,741	WYETH	101,463
TMC	96,637	XEROX CANADA LTD	139,874
TOSHIBA OF CANADA LTD	587,307	XLTEK	91,238
TR JOHNSON MEDICAL PROF CORP	531,295	XYCORP MEDICAL INC	101,755
TRANSLOGIC LTD	138,177	YIP, DR TODD	66,450
TRUDELL MEDICAL	134,501	ZACHER, DR EDWARD	51,814
TSL MECHANICAL LTD	55,797	ZIMMER OF CANADA LIMITED	3,680,203
TYCO HEALTHCARE GROUP	2,691,684	ZLIPKO, DR T	619,104
UCYCLYD PHARMA INC	172,559	ZONARE MEDICAL PRODUCTS CANADA	267,080
UNGER, DR A	52,105	ZU.COM COMMUNICATIONS INC	160,318
UNISOURCE CANADA INC	196,736		
UNITED CABS	74,191		
UNIV OF SASK	5,691,883		
UNIV OF SASK COLLEGE OF MEDICINE	642,725		



MANAGEMENT REPORT

April 30, 2009

SASKATOON HEALTH REGION REPORT OF MANAGEMENT

The accompanying financial statements are the responsibility of management and are approved by the Saskatoon Regional Health Authority. The financial statements have been prepared in accordance with Canadian Generally Accepted Accounting Principles and the Financial Reporting Guide issued by Saskatchewan Health, and of necessity includes amounts based on estimates and judgements. The financial information presented in the annual report is consistent with the financial statements.

Management maintains appropriate systems of internal control, including policies and procedures, which provide reasonable assurance that the Region's assets are safeguarded and the financial records are relevant and reliable.

The Authority delegates the responsibility of reviewing the financial statements and overseeing Management's performance in financial reporting to the Audit and Finance Committee. The Audit and Finance Committee meets with the Authority, Management and the external auditors to discuss and review financial matters and recommends the financial statements to the Authority for approval. The Authority approves the annual report and, with the recommendation of the Audit and Finance Committee, approves the audited financial statements.

The appointed auditor conducts an independent audit of the financial statements and has full and open access to the Audit and Finance Committee. The auditor's report expresses an opinion on the fairness of the financial statements prepared by Management.

A handwritten signature in cursive script that reads "Maura Davies".

Maura Davies
Chief Executive Officer

A handwritten signature in cursive script that reads "Deborah Rhodes".

Deborah Rhodes, C.A.
Vice President
Finance and Administration

Consolidated Financial Statements of

**SASKATOON REGIONAL
HEALTH AUTHORITY**

Year ended March 31, 2009



KPMG LLP
Chartered Accountants
600-128 4th Avenue South
Saskatoon Saskatchewan S7K 1M8
Canada

Telephone (306) 934-6200
Fax (306) 934-6233
Internet www.kpmg.ca

AUDITORS' REPORT TO THE AUTHORITY MEMBERS

We have audited the consolidated statement of financial position of Saskatoon Regional Health Authority as at March 31, 2009 and the consolidated statements of operations and changes in fund balances and cash flows for the year then ended. These financial statements are the responsibility of the Authority's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the Authority as at March 31, 2009 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

KPMG LLP

Chartered Accountants

Saskatoon, Canada
April 30, 2009

SASKATOON REGIONAL HEALTH AUTHORITY

Consolidated Statement of Financial Position
(in thousands of dollars)

March 31, 2009, with comparative figures for 2008

	Operating Fund	Restricted Funds		Total 2009	Total 2008
		Capital Fund	Community Trust Fund		
Assets					
Current assets:					
Cash and short-term investments (schedule 2)	\$ 66,720	\$ 69,271	\$ 181	\$ 136,172	\$ 91,075
Accounts receivable:					
Ministry of Health	2,251	2,389	—	4,640	3,258
Other	16,056	2,511	—	18,567	18,482
Inventory	6,503	—	—	6,503	6,010
Prepaid expenses	2,061	—	—	2,061	1,632
	93,591	74,171	181	167,943	120,457
Capital assets (note 3)	—	235,991	—	235,991	197,722
	\$ 93,591	\$ 310,162	\$ 181	\$ 403,934	\$ 318,179

Liabilities and Fund Balances

Current liabilities:					
Accounts payable	\$ 44,465	\$ 14,763	\$ —	\$ 59,228	\$ 45,577
Accrued salaries	20,767	—	—	20,767	20,700
Vacation payable	37,540	—	—	37,540	34,404
Long-term debt - current (note 6)	—	4,538	—	4,538	5,402
Deferred revenue (note 7)	14,044	—	—	14,044	14,559
	116,816	19,301	—	136,117	120,642
Long-term debt (note 6)	—	3,039	—	3,039	3,332
	116,816	22,340	—	139,156	123,974
Fund balances:					
Invested in capital assets	—	228,414	—	228,414	188,988
Externally restricted (schedule 3)	—	58,602	181	58,783	28,032
Internally restricted (schedule 4)	—	81	—	81	80
Unrestricted	(23,225)	725	—	(22,500)	(22,895)
	(23,225)	287,822	181	264,778	194,205
	\$ 93,591	\$ 310,162	\$ 181	\$ 403,934	\$ 318,179

Commitments (note 4)
Contingencies (note 5)

The accompanying notes and schedules are part of these consolidated financial statements.

On behalf of the Board of Directors:



Director



Director

SASKATOON REGIONAL HEALTH AUTHORITY

Consolidated Statement of Operations and Changes in Fund Balances
(in thousands of dollars)

Year ended March 31, 2009, with comparative figures for 2008

	Operating Fund			Restricted Funds			
	Budget 2009 (note 13)	2009	2008 (note 11)	Capital Fund 2009	Community Trust Fund 2009	Total 2009	Total 2008 (note 11)
Revenue:							
Ministry of Health	\$ 687,407	\$ 737,754	\$ 677,313	\$ 84,712	\$ -	\$ 84,712	\$ 28,932
Other provincial	11,114	14,780	10,227	-	-	-	-
Federal government	756	1,098	726	-	-	-	-
Patient fees	10,228	11,218	10,318	-	-	-	-
Out of province (reciprocal)	7,317	7,486	6,294	-	-	-	-
Out of country	711	807	514	-	-	-	-
Donations	-	-	-	18,590	-	18,590	5,042
Investment	-	-	-	2,876	3	2,879	3,184
Ancillary	12,285	13,180	12,038	-	-	-	-
Recoveries	10,811	18,527	16,214	-	-	-	-
Unrealized gain - financial instruments	-	-	-	94	-	94	70
Other revenue	3,419	3,307	3,902	614	-	614	510
	744,048	808,157	737,546	104,886	3	104,889	37,738
Expenses:							
Province-wide acute care services	43,099	45,217	41,906	-	-	-	-
Acute care services	383,132	418,147	387,805	-	-	-	-
Physician compensation-acute	46,585	54,176	43,925	-	-	-	-
Supportive care services	117,301	123,110	115,524	-	-	-	-
Home based service- supportive care	25,133	26,516	25,238	-	-	-	-
Population health services	18,308	21,165	18,593	-	-	-	-
Community care services	29,620	29,789	27,960	-	-	-	-
Home based services - acute and palliative	4,237	4,740	4,376	-	-	-	-
Primary health care services	7,239	7,300	6,185	-	-	-	-
Emergency response services	6,778	7,442	6,610	-	-	-	-
Mental health services	6,497	7,309	6,613	-	-	-	-
Addictions services	1,756	1,923	1,732	-	-	-	-
Physician compensation - community services	2,148	2,863	1,890	-	-	-	-
Program support services	37,634	42,819	37,075	35,051	-	35,051	29,434
Special funded programs	6,392	6,157	5,897	-	-	-	-
Ancillary	8,189	8,749	8,042	-	-	-	-
Total expenses (schedule 1)	744,048	807,422	739,371	35,051	-	35,051	29,434
Excess (deficiency) of revenue over expenses	\$ -	735	(1,825)	69,835	3	69,838	8,304
Fund balances, beginning of year		(23,618)	(21,385)	217,637	186	217,823	209,111
Interfund transfers		(342)	(408)	350	(8)	342	408
Fund balances, end of year	\$ (23,225)	\$ (23,618)	\$ 287,822	\$ 181	\$ 288,003	\$ 217,823	

The accompanying notes and schedules are part of these consolidated financial statements.

SASKATOON REGIONAL HEALTH AUTHORITY

Consolidated Statement of Cash Flows
(in thousands of dollars)

Year ended March 31, 2009, with comparative figures for 2008

	Operating Fund		Restricted Funds			
	2009	2008	Capital Fund 2009	Community Trust Fund 2009	Total 2009	Total 2008
Cash provided by (used in):	Operating Activities		Financing and Investing Activities			
Excess (deficiency) of revenue over expenses	\$ 735	\$ (1,825)	\$ 69,835	\$ 3	\$ 69,838	\$ 8,304
Net change in non-cash working capital (note 8)	7,779	10,367	6,171	—	6,171	1,912
Amortization of capital assets	8,514	8,542	29,793	3	29,793	27,834
			105,799	3	105,802	38,050
Purchase of capital assets						
Land	—	—	(585)	—	(585)	—
Building/construction	—	—	(29,033)	—	(29,033)	(8,697)
Equipment	—	—	(38,444)	—	(38,444)	(16,168)
			(68,062)	—	(68,062)	(24,865)
Repayment of long-term debt	—	—	(1,157)	—	(1,157)	(1,097)
Net increase in cash and short-term investments during the year	8,514	8,542	36,580	3	36,583	12,088
Cash and short term investments, beginning of year	58,548	50,414	32,341	186	32,527	20,031
Interfund transfers	(342)	(408)	350	(8)	342	408
Cash and short term investments, end of year	\$ 66,720	\$ 58,548	\$ 69,271	\$ 181	\$ 69,452	\$ 32,527

The accompanying notes and schedules are part of these consolidated financial statements.

SASKATOON REGIONAL HEALTH AUTHORITY

Notes to Consolidated Financial Statements
(in thousands of dollars)

Year ended March 31, 2009

1. Legislative authority:

The Saskatoon Regional Health Authority (SRHA) operates under *The Regional Health Services Act* (the "Act") and is responsible for the planning, organization, delivery and evaluation of health services it is to provide within the geographic area known as the Saskatoon Health Region, under section 27 of *The Act*. The SRHA is a non-profit organization and is not subject to income and property taxes from the federal, provincial and municipal levels of government. The SRHA is a registered charity under the *Income Tax Act* of Canada.

2. Significant accounting policies:

These consolidated financial statements are prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

(a) Health Care Organizations:

- i) SRHA has entered into an joint service management partnership with one of its affiliates, St. Paul's Hospital (Grey Nuns) of Saskatoon ("St. Paul's"). By agreement, SRHA and St. Paul's were each given responsibility for the management of designated care groups and support services. As a result of this relationship, the financial statements of St. Paul's have been consolidated with the financial statements of SRHA. Transactions and inter-organization balances between SRHA and St. Paul's are eliminated. The agreement with St. Paul's expires September 30, 2015.
- ii) In addition to St. Paul's, SRHA has entered into affiliation agreements with the following healthcare organizations:

Bethany Pioneer Village Inc.
Circle Drive Special Care Home Inc.
Duck Lake and District Nursing Home Inc.
Jubilee Residences Inc. (Stensrud Lodge)
Jubilee Residences Inc. (Porteous Lodge)
Lakeview Pioneer Lodge Inc.
Luther Care Communities (Lutheran
Sunset Home)
Mennonite Nursing Home Inc.
Oliver Lodge
Saskatoon Convalescent Home

Sherbrooke Community Society Inc. (Central
Haven Special Care Home)
Sherbrooke Community Society Inc. (Sherbrooke
Community Centre)
Spruce Manor Special Care Home Inc.
St. Ann's Senior Citizens Village Corporation
St. Joseph's Home for the Aged
Strasbourg and District Health Centre
Sunnyside Adventist Care Centre
Warman Mennonite Special Care Home Inc.

SRHA provides annual grant funding to these organizations for the delivery of health care services. Consequently, the SRHA has disclosed certain financial information regarding these affiliates.

These affiliates are not consolidated into the SRHA financial statements. Note 10 b) i) provides supplementary information on the financial position, results of operations, and cash flows of these affiliates.

The affiliates are incorporated under *The Non-Profit Corporations Act* and are registered charities under *The Income Tax Act*.

SASKATOON REGIONAL HEALTH AUTHORITY

Notes to Consolidated Financial Statements
(in thousands of dollars)

Year ended March 31, 2009

2. Significant accounting policies – continued:

(a) Health Care Organizations-continued:

- iii) The SRHA has agreements with and grants funding to the following community based organizations (CBOs) and third parties to provide health services:

Autism Treatment Services of Saskatchewan Inc.
Canadian Mental Health Association
Central Urban Metis Federation (1993) Inc.
Cosmopolitan Industries Ltd.
Communities for Children
Community Health Services (Saskatoon) Association Ltd.
Crocus Cooperative
Elmwood Residence Inc.
Humboldt and District Ambulance Service
Langham Senior Citizens Home
Lanigan and District Ambulance Association
M.D. Ambulance Care Ltd.
Midway Ambulance Care Ltd.
Preston Nursing Home, Saskatoon of Extendicare (Canada) Inc.
Quill Plains Ambulance Care Ltd.
Rosthern and District Ambulance
Saskatoon Council on Aging Inc.
Saskatoon Crisis Intervention Services, Inc.
Saskatoon Housing Coalition, Inc.
Saskatoon Services for Seniors
Saskatoon Tribal Council Urban First Nation Services Inc.
Senior Sisters of Zion Residence
Shamrock Ambulance Care Inc.
Strasbourg Ambulance Service
Student Wellness Initiative Toward Community Health (SWITCH)
The Saskatoon Downtown Youth Centre, Inc.
University of Saskatchewan Student Health Centre
Wakaw Ambulance Service
Wynyard and District Community Health Clinic Assoc. Ltd.

Note 10 b) iii) provides disclosure of funds granted to CBOs and third parties.

(iv) Foundations:

The following Foundations raise funds exclusively for programs and equipment for facilities under the SRHA:

Royal University Hospital Foundation Inc.
Saskatoon City Hospital Foundation Inc.
St. Paul's Hospital Foundation Inc.
Humboldt District Hospital Foundation Inc.

Watrous Community Health Foundation Inc.
Last Mountain Pioneer Home Inc.
Rosthern Hospital Foundation Inc.

SASKATOON REGIONAL HEALTH AUTHORITY

Notes to Consolidated Financial Statements
(in thousands of dollars)

Year ended March 31, 2009

2. Significant accounting policies – continued:

(a) Health Care Organizations-continued:

(iv) Foundations – continued:

The Foundations are incorporated under The Non-Profit Corporations Act and are registered charities under The Income Tax Act.

These consolidated financial statements do not include the financial activities of the Foundations. Note 10 b) ii) describes the financial position and results of operations and cash flows of these Foundations.

SRHA has signed a Memorandum of Understanding with the Children's Health and Hospital Foundation Inc. (CHHF). CHHF's financial information has not been reflected in these financial statements as their primary mandate is to support pediatric programs and services within Saskatchewan, not exclusively for SRHA.

(b) Fund accounting:

The accounts of SRHA are maintained in accordance with the restricted fund method of accounting for contributions. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

i) Operating Fund

The operating fund reflects the primary operations of SRHA including revenues received for provision of health services from Ministry of Health - General Revenue Fund, and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries, and ancillary revenue. Expenses are for the delivery of health services.

ii) Capital Fund

The capital fund is a restricted fund that reflects the equity of SRHA in capital assets after taking into consideration any associated long-term debt. The capital fund includes revenues received from Ministry of Health - General Revenue Fund designated for construction of capital projects and/or the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by the contributor. Expenses consist primarily of amortization of capital assets.

iii) Community Trust Fund

The community trust fund is a restricted fund that reflects community-generated assets transferred to SRHA in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in SRHA from donations or municipal tax levies. These assets are accounted for separately and use of the assets is subject to restrictions set out in pre-amalgamation agreements between SRHA and the health corporations.

SASKATOON REGIONAL HEALTH AUTHORITY

Notes to Consolidated Financial Statements
(in thousands of dollars)

Year ended March 31, 2009

2. Significant accounting policies - continued:

(c) Revenue:

Unrestricted contributions are recognized as revenue in the operating fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted contributions related to general operations are recorded as deferred revenue and recognized as revenue of the operating fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund in the year.

(d) Capital assets:

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets, with a life exceeding one year, are amortized on a straight-line basis over their estimated useful lives as follows:

Asset	Rate
Buildings	2.5% to 5%
Land improvements and leasehold improvements	5% to 10%
Equipment	10% to 33%

Donated capital assets are recorded at their fair value at the date of contribution if fair value can be reasonably determined.

(e) Asset retirement obligations:

Asset retirement obligations are legal obligations associated with the retirement of tangible long-lived assets. Asset retirement obligations are recorded when they are incurred if a reasonable estimate of fair value can be determined. Accretion (interest) expense is the increase in the obligation due to the passage of time. The associated retirement costs are capitalized as part of the carrying amount of the assets and amortized over the asset's remaining useful life.

(f) Inventory:

Inventory consists of medical and surgical supplies, drugs, laboratory supplies, linen and other general supplies. All inventories are valued at the lower of cost, as determined on the weighted average basis, or net realizable value.

(g) Pensions:

Employees of SRHA participate in several multi-employer defined pension plans or a defined contribution plan. SRHA follows defined contribution plan accounting for its participation in the plans. Accordingly, SRHA expenses all contributions it is required to make in the year.

SASKATOON REGIONAL HEALTH AUTHORITY

Notes to Consolidated Financial Statements
(in thousands of dollars)

Year ended March 31, 2009

2. Significant accounting policies - continued:

(h) Financial Instruments:

SRHA has classified its financial instruments into one of the following categories: held-for-trading, loans and receivables, or other liabilities.

All financial instruments are measured at fair value upon initial recognition. The fair value of a financial instrument is the amount at which the financial instrument could be exchanged in an arm's-length-transaction between knowledgeable and willing parties under no compulsion to act. Subsequent to initial recognition, held-for-trading instruments are recorded at fair value with changes in fair value recognized in income. Loans and receivables and other liabilities are subsequently recorded at amortized cost. The classifications of SRHA's significant financial instruments are as follows:

- Cash is classified as held-for-trading.
- Accounts receivable are classified as loans and receivables.
- Investments are classified as held-for-trading. Transaction costs related to held-for-trading financial assets are expensed as incurred.
- Short term bank indebtedness is classified as held-for-trading.
- Accounts payable, accrued salaries and vacation payable are classified as other liabilities.
- Long-term debt is classified as other liabilities. The related debt premium or discounted and issue costs are included in the carrying value of the long term debt and are amortized into interest expense using the effective interest rate method.

As at March 31, 2009, SRHA does not have any material outstanding contracts or financial instruments with embedded derivatives.

SRHA is exposed to financial risks as a result of its financial instruments. The primary risks SRHA may be exposed to are:

- Price risks which includes: Currency risk - affected by changes in foreign exchange rates; Interest rate risk - affected by changes in market interest rates; and Market risk - affected by changes in market prices, whether those changes are caused by factors specific to the individual instrument or the issuer or factors affecting all instruments traded in the market.
- Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss.
- Liquidity risk is the risk that an entity will encounter difficulty in raising funds to meet commitment associated with financial instruments. This may result from an inability to sell a financial asset quickly at close to its fair value.

SASKATOON REGIONAL HEALTH AUTHORITY

Notes to Consolidated Financial Statements
(in thousands of dollars)

Year ended March 31, 2009

2. Significant accounting policies - continued:

- Cash flow risk is the risk that future cash flow associated with a monetary financial instrument will fluctuate in amount.

SRHA has policies and procedures in place to mitigate these risks.

(i) Replacement reserves

The SRHA is required to maintain certain replacement reserves as a condition of receiving subsidy assistance from Saskatchewan Housing Corporation. Schedule 4 shows the changes in these reserve balances during the year.

(j) Measurement uncertainty:

These consolidated financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. In the preparation of financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of commitments and contingencies. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The changes will be reported in earnings in the period in which they become known.

3. Capital assets:

				2009	2008
	Cost	Accumulated amortization		Net book value	Net book value
Land	\$ 1,668	\$ -	\$ 1,668	\$ 1,083	
Land improvements	2,273	2,262	11	13	
Buildings	423,178	285,386	137,792	148,946	
Furniture and equipment	295,760	245,545	50,215	34,261	
Construction in progress	46,305	-	46,305	13,419	
	\$ 769,184	\$ 533,193	\$ 235,991	\$ 197,722	

SASKATOON REGIONAL HEALTH AUTHORITY

Notes to Consolidated Financial Statements
(in thousands of dollars)

Year ended March 31, 2009

4. Commitments:

a) Capital asset acquisitions

At March 31, 2009, commitments for the acquisition of capital assets were \$85.3 million (2008 - \$50.2 million). The Ministry of Health and the hospital foundations have committed to provide adequate funding to cover these commitments.

As at March 31, 2009, the Ministry of Health provided SRHA with funding in the amount of \$8.9 million to be used to construct a long term care facility.

b) Saskatoon Square Limited Partnership

SRHA holds a 10% interest in the Saskatoon Square Limited Partnership. SRHA's share of earnings from the partnership, accounted for on the equity basis as capital income, was \$128 thousand for the year ended March 31, 2009 (2008 - \$131 thousand).

In addition to its interest in the partnership, SRHA has entered into a lease for office space, with 5 years remaining for \$275 thousand per year, plus operating costs, included in operating lease commitments below.

c) Operating leases

Minimum annual payments under operating leases on property and equipment over the next five years are as follows:

2010	\$	3,408
2011		3,408
2012		3,408
2013		3,408
2014		3,408

(d) Asset retirement obligations:

SRHA may be subject to asset retirement obligations on its facilities for which the fair value cannot be reasonably estimated due to the indeterminate timing and scope of removal. The asset retirement obligation for these assets will be recorded in the period in which there is sufficient information to estimate fair value.

(e) Contracted Health Service Operators

SHRA purchased services on an ongoing basis with private health service operators to provide health services in the SRHA. The SHRA has contracted for services in the year ending March 31, 2010 similar to those provided by these operators in the prior fiscal year.

SASKATOON REGIONAL HEALTH AUTHORITY

Notes to Consolidated Financial Statements
(in thousands of dollars)

Year ended March 31, 2009

5. Contingencies:

SRHA, along with others, is a defendant to several claims which have been brought against it over the years as a result of its medical operations. SRHA believes these claims are without merit or are covered by insurance. Settlements, if any, in excess of insurance coverage, would be accounted for as a charge against operations in the period in which settlements arise.

6. Long-term debt:

Title of Issue	Stated Interest Rate	Monthly Repayment Terms (not in thousands)	2009	2008
RUH Parkade Expansion, Saskatoon - RBC Banker's Acceptance	5.8%	Revolving credit facility renewable annually to June, 2013	\$ 4,246	\$ 5,124
Pleasant View Care Home, Wadena - CMHC mortgage	4.5%	\$14,106 principal and interest of which \$13,000 is subsidized by SHC for an effective interest rate of nil. Mortgage renewal date February 1, 2015, due date November 1, 2024	1,900	1,982
Sterling Building, Saskatoon - RBC Commercial Mortgage	5.2%	\$19,177 principal and interest. Mortgage renewal March 1, 2010 and due date April 1, 2014	1,012	1,185
Puffer Special Care Home Corporation, Nokomis - CMHC mortgage	4.5%	\$3,619 principal and interest of which \$922 is subsidized by SHC for an effective interest rate of 2.0%. Mortgage renewal date February 1, 2015, due date November 1, 2021	419	443
			7,577	8,734
Less current portion			4,538	5,402
			\$ 3,039	\$ 3,332

SRHA has reduced its exposure to interest rate fluctuations by entering into an interest rate swap on the full amount of its revolving credit facility for the RUH Parkade expansion. The interest rate swap effectively fixes the interest rate on the debt at 5.8% until June, 2013.

The fair value of the interest rate swap is recorded on the consolidated statement of financial position with changes in fair value reflected as capital fund expense. At March 31, 2009, the market value loss on the interest rate swap was \$333 thousand (2008 - \$277 thousand).

SASKATOON REGIONAL HEALTH AUTHORITY

Notes to Consolidated Financial Statements
(in thousands of dollars)

Year ended March 31, 2009

6. Long-term debt (continued):

For each of the CMHC mortgages, the SRHA has pledged the related buildings as security. The Royal Bank loans are secured by general securities agreements and assignments of rents and leases. Saskatchewan Housing Corporation (SHC) may provide a mortgage subsidy for supportive care homes financed by Canada Mortgage and Housing Corporation (CMHC). The subsidy may change when the mortgage renewal occurs.

For each of the mortgages, SRHA has pledged the related building of the special care home as security. Principal repayments required in each of the next five years and thereafter are estimated as follows:

2010	\$	4,538
2011		307
2012		322
2013		338
2014		355
Thereafter		1,717
	\$	7,577

7. Deferred revenue:

	Balance beginning of year	Less amount recognized	Add amount received	Balance end of year
Ministry of Health Initiatives:				
Acute	\$3,818	\$ 1,923	\$ 510	\$ 2,405
CHIPP (Telehealth)	1	1	-	-
Clinical education and training	188	52	-	136
Medical remuneration	1,265	1,102	-	163
Academic detailing	201	583	546	164
Community	3,769	1,982	2,254	4,041
Rural health initiatives	84	84	-	-
Supportive care	168	-	-	168
Program support	1,061	1,345	1,245	961
Workplace wellness	53	53	-	-
	10,608	7,125	4,555	8,038
Non-Ministry of Health Initiatives:				
Acute	1,457	836	1,838	2,459
ABI revenue	-	639	639	-
Community	1,100	1,469	1,819	1,450
Other	685	15	-	670
SGI fit capital	494	2	80	572
Program support	215	864	1,504	855
	3,951	3,825	5,880	6,006
	\$ 14,559	\$ 10,950	\$ 10,435	\$ 14,044

SASKATOON REGIONAL HEALTH AUTHORITY

Notes to Consolidated Financial Statements
(in thousands of dollars)

Year ended March 31, 2009

8. Net change in non-cash working capital:

	Operating Fund		Restricted Funds			
	2009	2008	Capital Fund 2009	Community Trust Fund 2009	Total 2009	Total 2008
Accounts receivable	\$ 2,211	\$ (1,409)	\$ (3,678)	\$ -	\$ (3,678)	\$ 123
Inventory	(493)	(457)	-	-	-	-
Prepaid expenses	(429)	(195)	-	-	-	-
Accounts payable	3,802	(385)	9,849	-	9,849	1,789
Accrued salaries	67	5,644	-	-	-	-
Vacation payable	3,136	2,628	-	-	-	-
Deferred revenue	(515)	4,541	-	-	-	-
	\$ 7,779	\$ 10,367	\$ 6,171	\$ -	\$ 6,171	\$ 1,912

9. Trust accounts:

SRHA administers funds held in trust for clinical research and patients and residents using SRHA's facilities. Any significant funds are held in separate accounts for the trust funds SRHA administers. The total cash held in trust as at March 31, 2009 was \$3.6 million (2008 - \$4.0 million). These amounts are not reflected in the consolidated financial statements.

10. Related parties:

These consolidated financial statements include transactions with related parties. SRHA is related to all Saskatchewan Crown Agencies such as departments, corporations, boards and commissions under the common control of the Government of Saskatchewan. SRHA is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, SRHA is related to other non-Government organizations by virtue of its economic interest in these organizations.

SASKATOON REGIONAL HEALTH AUTHORITY

Notes to Consolidated Financial Statements
(in thousands of dollars)

Year ended March 31, 2009

10. Related parties - continued:

a) Related party transactions:

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of the transactions resulting from these transactions are included in the consolidated financial statements and the table below. They are recorded at the standard rates charged by those organizations and are settled on normal trade terms.

	2009	2008
Revenue:		
Ministry of Health	\$ 822,466	\$ 706,245
Foundations	9,742	3,932
Saskatchewan Workers' Compensation Board	4,872	4,322
Saskatchewan Association of Health Organizations	4,391	-
Saskatchewan Cancer Foundation	4,299	4,523
Saskatchewan Government Insurance	3,255	3,218
Other	2,262	2,687
Saskatoon Square Limited Partnership	128	131
Saskatchewan Housing Corporation	105	173
Saskatchewan Community Resources and Employment	63	36
Public Trustee for Saskatchewan	25	25
	\$ 851,608	\$ 725,292
Expenses:		
Affiliated organizations	\$ 70,792	\$ 63,521
Saskatchewan Health Employee Pension Plan	25,155	23,236
Saskatchewan Association of Health Organizations	21,680	19,527
University of Saskatchewan	12,688	16,118
Saskatchewan Workers' Compensation Board	6,994	7,390
Community based organizations	6,256	5,857
SaskTel	3,854	2,631
Department of Finance	3,029	2,271
SaskEnergy	2,868	1,142
SaskPower	1,068	1,039
Other	537	698
Saskatoon Square Limited Partnership	485	431
Saskatchewan Housing Corporation	231	213
Saskatchewan Government Insurance	23	10
	\$ 155,660	\$ 144,084

SASKATOON REGIONAL HEALTH AUTHORITY

Notes to Consolidated Financial Statements
(in thousands of dollars)

Year ended March 31, 2009

10. Related parties - continued:

a) Related party transactions - continued:

	2009	2008
Accounts receivable:		
Ministry of Health	\$ 4,640	\$ 3,258
Other	6,605	4,038
Saskatchewan Cancer Foundation	1,257	1,445
Saskatchewan Government Insurance	193	2,469
	\$ 12,695	\$ 11,210
Prepaid expenses:		
Saskatchewan Association of Health Organizations	\$ 1	\$ 162
Other	1	13
University of Saskatchewan	102	99
	\$ 104	\$ 274
Accounts payable:		
Saskatchewan Workers' Compensation Board	\$ 2,058	\$ 1,986
Saskatchewan Association of Health Organizations	1,481	19
University of Saskatchewan	1,591	2,125
Other	493	1,114
	\$ 5,623	\$ 5,244

In addition, SRHA pays Provincial Sales Tax to the Saskatchewan Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

SASKATOON REGIONAL HEALTH AUTHORITY

Notes to Consolidated Financial Statements
(in thousands of dollars)

Year ended March 31, 2009

10. Related parties - continued:

b) Health Care Organizations

i) Affiliates

The Act makes SRHA responsible for the delivery of health services in its region including the health services provided by privately owned affiliates. The Act requires affiliates to conduct their affairs and activities in a manner that is consistent with, and that reflects, the health goals and objectives established by SRHA. SRHA exercises significant influence over affiliates by virtue of its material inter-entity transactions. The following presentation discloses the amount of funds granted to each affiliate:

	2009	2008
Operating:		
Sherbrooke Community Society Inc.		
(Sherbrooke Community Centre)	\$ 16,270	\$ 14,980
Luther Care Communities (Lutheran Sunset Home)	6,667	6,452
Jubilee Residences Inc. (Stensrud Lodge)	4,178	3,921
Jubilee Residences Inc. (Porteous Lodge)	4,170	3,949
Sunnyside Adventist Care Centre	4,169	3,955
Oliver Lodge	4,058	3,911
St. Ann's Senior Citizens Village Corporation	3,496	3,247
Saskatoon Convalescent Home	3,356	3,208
Mennonite Nursing Home Inc.	3,453	3,327
St. Joseph's Home for the Aged	3,075	2,999
Circle Drive Special Care Home Inc.	2,679	2,503
Sherbrooke Community Society Inc.		
(Central Haven Special Care Home Inc.)	2,585	2,461
Lakeview Pioneer Lodge Inc.	2,228	2,132
Spruce Manor Special Care Home Inc.	1,783	1,674
Bethany Pioneer Village Inc.	1,706	1,668
Duck Lake and District Nursing Home Inc.	1,676	1,596
Warman Mennonite Special Care Home Inc.	1,325	1,281
Strasbourg and District Health Centre	211	202
	67,085	63,466
Capital	3,707	55
	\$ 70,792	\$ 63,521

SASKATOON REGIONAL HEALTH AUTHORITY

Notes to Consolidated Financial Statements
(in thousands of dollars)

Year ended March 31, 2009

10. Related parties - continued:

b) Health Care Organizations - continued:

i) Affiliates - continued

The Ministry of Health requires additional reporting in the following financial summaries of the affiliate entities as at March 31, 2009 and 2008 and for the years then ended:

	2009	2008
Financial position:		
Current assets	\$ 12,807	\$ 12,613
Net capital assets	31,749	30,906
	<u>\$ 44,556</u>	<u>\$ 43,519</u>
Total liabilities	\$ 29,462	\$ 29,851
Fund balances	15,094	13,668
	<u>\$ 44,556</u>	<u>\$ 43,519</u>
Results of operations:		
SRHA grant	\$ 70,792	\$ 63,521
Other revenue	19,855	21,399
	<u>90,647</u>	<u>84,920</u>
Salaries and benefits	74,677	72,146
Other expenses	14,544	13,547
	<u>89,221</u>	<u>85,693</u>
Excess (deficiency) of revenue over expenses	<u>\$ 1,426</u>	<u>\$ (773)</u>
Other expenses include amortization of \$3.0 million (2008 - \$2.8 million).		
Cash flows:		
Cash from operations	\$ 2,440	\$ 3,452
Cash used in financing activities	(609)	(522)
Cash used in investing activities	(2,831)	(1,410)
Increase (decrease) in cash	<u>\$ (1,000)</u>	<u>\$ 1,520</u>

Cash used in investing activities includes capital purchases of \$4.0 million (2008 - \$0.8 million).

SASKATOON REGIONAL HEALTH AUTHORITY

Notes to Consolidated Financial Statements
(in thousands of dollars)

Year ended March 31, 2009

10. Related parties - continued:

b) Health Care Organizations - continued:

ii) Fundraising foundations

During the year, foundations provided funding of approximately \$9.7 million (2008 - \$3.9 million) for programs and capital acquisitions reported in donation and ancillary revenue.

In addition, the foundations provided education and research funding to employees of SRHA of \$3.2 million (2008 - \$1.7 million) which is not reflected in these consolidated financial statements.

The following represents the financial position, results of operations and cash flows for the foundations which have not been consolidated in these financial statements:

	2009	2008
Financial position:		
Assets	\$ 36,200	\$ 33,088
Liabilities	2,557	1,678
Fund balances	33,643	31,410
	\$ 36,200	\$ 33,088
Results of operations:		
Revenue	\$ 19,073	\$ 12,132
Expenses	(16,840)	(8,927)
Excess of revenue over expenses	\$ 2,233	\$ 3,205
Cash provided by (used in):		
Operations	\$ 300	\$ 3,585
Financing and investing activities	494	(1,565)
Increase in cash	\$ 794	\$ 2,020

SASKATOON REGIONAL HEALTH AUTHORITY

Notes to Consolidated Financial Statements
(in thousands of dollars)

Year ended March 31, 2009

10. Related parties - continued:

b) Health Care Organizations - continued:

iii) Community Based Organizations and Third Parties

SRHA has also entered into agreements with CBOs and third parties to provide health services. These organizations receive operating funding from the SRHA on a monthly basis in accordance with budget amounts approved annually. During the year, SRHA provided the following amounts to CBOs and third parties:

	2009	2008
M.D. Ambulance Care Ltd.	\$ 4,455	\$ 3,701
Preston Nursing Home, Saskatoon of Extendicare (Canada) Inc.	3,730	3,416
Saskatoon Housing Coalition, Inc.	760	706
Langham Senior Citizens Home	755	691
Humboldt and District Ambulance Service	533	503
Midway Ambulance Care Ltd.	403	385
Saskatoon Crisis Intervention Services, Inc.	379	352
Rosthern and District Ambulance	355	332
Community Health Services (Saskatoon) Association Ltd.	297	278
Strasbourg Ambulance Service	296	281
Shamrock Ambulance Care Inc.	294	277
Crocus Cooperative	277	260
Quill Plains Ambulance Care Ltd.	255	247
Wakaw Ambulance Service	247	235
Wynyard and District Community Health Clinic Assoc. Ltd.	220	292
Central Urban Metis Federation (1993) Inc.	208	207
Autism Treatment Services of Saskatchewan Inc.	184	273
Canadian Mental Health Association	171	159
Lanigan and District Ambulance Association	149	142
University of Saskatchewan Student Health Centre	116	114
The Saskatoon Downtown Youth Centre, Inc.	112	-
Elmwood Residence Inc.	101	89
Saskatoon Tribal Council Urban First Nation Services Inc.	80	80
Cosmopolitan Industries Ltd.	66	60
Student Wellness Initiative Toward Community Health (SWITCH)	50	50
Saskatoon Services for Seniors	25	25
Senior Sisters of Sion Residence	-	50
Saskatoon Council on Aging Inc.	-	25
Communities for Children	-	15
	\$ 14,518	\$ 13,245

SASKATOON REGIONAL HEALTH AUTHORITY

Notes to Consolidated Financial Statements
(in thousands of dollars)

Year ended March 31, 2009

11. Comparative Information

Certain 2007-08 balances have been reclassified to conform to the current year's presentation.

12. Pension plans:

Employees of SRHA participate in one of three pension plans.

- Saskatchewan Healthcare Employees' Pension Plan ("SHEPP") - plan is jointly governed by a board of eight trustees. Four of the trustees are appointed by the Saskatchewan Association of Health Organizations ("SAHO"), a related party, and four of the trustees are appointed by Saskatchewan's health care unions (CUPE, SUN, SEIU, SGEU, RWDSU and HSAS). SHEPP is a multi-employer defined benefit plan, which came into effect December 31, 2002. (Prior to December 31, 2002, this plan was formerly the SAHO Retirement Plan and governed by the SAHO Board of Directors.)
- Public Service Superannuation Plan, a related party - plan is a defined benefit plan and is the responsibility of the Province of Saskatchewan.
- Public Employees' Pension Plan, a related party - plan is a defined contribution plan and is the responsibility of the Province of Saskatchewan.
- Crown Investment Corporation, a related party - plan is a defined contribution plan and is the responsibility of the Province of Saskatchewan.

The SRHA's financial obligation to the plans is limited to making required payments to match amounts contributed by employees for current services. Pension expense for the year amounted to \$25.2 million (2008 - \$23.2 million) and is included in benefits in Schedule 1.

SASKATOON REGIONAL HEALTH AUTHORITY

Notes to Consolidated Financial Statements
(in thousands of dollars)

Year ended March 31, 2009

12. Pension plans – continued:

	SHEPP ⁽¹⁾	PSSP	PEPP	Trust Fund Other	Total 2009	Total 2008
Number of active members	8,368	5	50	2	8,425	8,215
Member contribution rate, percentage of salary*	5.85 to 7.35%	7.0 to 9.0%	5.0 to 7.0%	5.5%		
SRHA contribution rate, percentage of salary*	6.55 to 8.23%	25.48 to 32.76%	6.0 to 7.0%	5.5%		
Member contributions (thousands of dollars)	22,218	19	196	11	22,444	20,219
SRHA contribution (thousands of dollars)	24,884	69	191	11	25,155	23,236

*Contribution rate varies based on employee group.

⁽¹⁾Active members include all employees of SRHA, including those on leave of absence as of March 31, 2009. Inactive members are transferred to SHEPP and not included in these results.

13. Budget:

Following acceptance by the Ministry of Health, SRHA approved the 2008-2009 budget plan on June 4, 2008. Subsequent to budget approval, a number of items were added to the budget for both revenue and expenses. A majority of the increase relates to funding for the new SUN Collective Agreement which added \$32 million of revenue and \$32 million of expenses to the budget. These additional items are not reflected in the 2008 - 2009 budget figures presented.

14. Financial instruments:

Significant terms and conditions

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these consolidated financial statements.

Credit risk

SRHA is exposed to credit risk from the potential non-payment of accounts receivable. The majority of SRHA's receivables are from Ministry of Health - General Revenue Fund, Saskatchewan Workers'

SASKATOON REGIONAL HEALTH AUTHORITY

Notes to Consolidated Financial Statements
(in thousands of dollars)

Year ended March 31, 2009

14. Financial instruments (continued):

Compensation Board, health insurance companies or other provinces. Therefore, the credit risk is minimal.

Fair value

The following methods and assumptions were used to estimate the fair value of each class of financial instrument:

- The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature.
 - Accounts receivable
 - Accounts payable
 - Accrued salaries and vacation payable
- Cash and short-term investments are recorded at fair value as disclosed in Schedule 2, determined using quoted market prices.
- The fair value of long-term debt before the repayment required within one year, is \$6.4 million (2008 - \$7.2 million) and is determined using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements, net of mortgage subsidies.

Operating line of credit

SRHA has a line of credit limit of \$4.0 million with an interest charged at prime less 0.5% which is re-negotiated annually. The line of credit is secured by a general security agreement signed by the Authority. Total interest paid on the line of credit in 2009 was \$2 thousand (2008 - \$37 thousand). This line of credit was approved by the Ministry of Health.

15. Volunteer services:

The operations of the SRHA utilize services of many volunteers. Because of the difficulty in determining the fair market value of these donated services, the value of these donated services is not recognized in the consolidated financial statements.

16. Community trust funds:

During the year, community trust funds generated investment income of \$3 thousand.

SASKATOON REGIONAL HEALTH AUTHORITY

Notes to Consolidated Financial Statements
(in thousands of dollars)

Year ended March 31, 2009

17. Joint job evaluation reconsiderations:

The joint job evaluation/pay equity initiative for the service provider unions CUPE, SEIU, and SGEU allowed for an appeal process. As a result, employees and employers filed appeals, and recommendations on these appeals were completed. Major disputes were heard before the JJE Dispute Resolution Tribunal (Tribunal). There still remains a number of individual issues that consist of recommendations that were not agreed to. Outcomes of the Tribunal resulted in further issues where additional classifications were created and duties of existing classifications were revised. A process to deal with the issues is being developed by a 3rd party. Dealing with some of these issues is expected to extend until 2011. The results of outstanding issues are currently unknown. The costs of these cannot be reasonably determined at this time.

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Expenses by Object
(in thousands of dollars)

Year ended March 31, 2009, with comparative figures for 2008

	Budget 2009 (note 13)	2009	2008
Operating:			
Board costs	\$ 170	\$ 119	\$ 129
Compensation - benefits	71,544	76,289	71,362
Compensation - salaries	392,329	428,749	395,879
Diagnostic imaging supplies	1,911	1,965	2,290
Drugs	20,756	19,883	19,571
Food	6,635	6,939	6,293
Grants to ambulance services	6,399	6,988	6,103
Grants to third parties	72,925	74,615	70,608
Housekeeping and laundry supplies	4,132	4,685	4,048
Information technology contracts	1,528	1,288	1,284
Insurance	1,550	1,523	1,489
Interest	554	470	369
Laboratory supplies	7,149	7,232	6,749
Medical and surgical supplies	31,684	36,071	31,108
Medical remuneration and benefits	50,369	58,577	46,757
Office supplies and other office costs	2,505	3,033	2,533
Other	6,571	8,194	5,560
Other referred out services	4,611	6,181	5,531
Professional fees	1,983	1,543	2,291
Prosthetics	14,202	13,606	12,760
Purchased services	7,179	7,888	8,840
Rent/lease/purchases	8,759	10,307	9,323
Repairs and maintenance	4,524	5,546	5,052
Service contracts	5,592	6,272	5,425
Travel expense	4,945	6,137	5,127
Utilities	13,542	13,322	12,890
	744,048	807,422	739,371
Restricted:			
Amortization		29,793	27,834
Other		4,748	1,108
Mortgage interest		510	492
		35,051	29,434
	\$	842,473	\$ 768,805

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Cash and Short-Term Investments
(in thousands of dollars)

Year ended March 31, 2009

	Fair Value	Maturity	Effective Rate
Restricted cash and short-term investments			
Chequing and savings:			
RBC Dominion Securities	\$ 21,031		
Royal Bank of Canada - Saskatoon	15,369		
	36,400		
GIC's and term deposits:			
RBC Dominion Securities - Bank of Montreal	30,251	December 8, 2009	2.70%
RBC Dominion Securities - Vancity Credit Union	156	February 20, 2010	2.16%
RBC Dominion Securities - TD Mortgage Corp.	101	February 21, 2012	4.50%
RBC Dominion Securities - HSBC Bank	101	February 22, 2011	4.20%
RBC Dominion Securities - Bank of Nova Scotia	101	February 20, 2010	4.05%
Credential Securities - Vancity	100	February 22, 2010	2.21%
RBC Dominion Securities - Canadian Tire Bank	100	February 22, 2010	2.20%
RBC Dominion Securities - Korea Exchange Bank	100	February 22, 2010	2.20%
RBC Dominion Securities - Home Trust Company	100	February 22, 2010	2.10%
RBC Dominion Securities - Pacific & Western	100	February 20, 2010	2.10%
RBC Dominion Securities - Canadian Western Bank	100	February 20, 2010	2.05%
RBC Dominion Securities - Manulife Bank	100	February 22, 2010	2.05%
BMO Nesbitt Burns - Home Trust Company	93	May 22, 2009	3.55%
BMO Nesbitt Burns - Citizens Bank	93	May 22, 2009	3.45%
BMO Nesbitt Burns - Canadian Western Bank	93	May 22, 2009	3.40%
BMO Nesbitt Burns - AGF Trust Company	81	July 6, 2009	3.85%
BMO Nesbitt Burns - Equitable Trust	81	July 6, 2009	3.85%
BMO Nesbitt Burns - National Bank of Canada	81	July 6, 2009	3.76%
BMO Nesbitt Burns - TD Mortgage Corp.	81	July 6, 2009	3.70%
Credential Securities - Manulife	70	February 22, 2010	2.05%
RBC Dominion Securities - Montreal Trust Canada	57	February 20, 2013	4.60%
	32,140		
Bonds and notes:			
RBC Dominion Securities - Province of Newfoundland	707	October 17, 2009	4.64%
RBC Dominion Securities - Saskatchewan Savings Bonds Series 16	205	July 15, 2012	4.20%
	912		
Total restricted cash and short-term investments	\$ 69,452		
Unrestricted cash and short-term investments:			
Chequing and savings:			
Royal Bank of Canada, Saskatoon	\$ 20,576		
RBC Dominion Securities, Saskatoon	18,989		
Conexus Credit Union, Humboldt	1,289		
Concentra Financial, Saskatoon	1,034		
CIBC, Humboldt	1,000		
Advantage Credit Union, Watson	715		
Conexus Credit Union, Wakaw	248		
Affinity Credit Union, Strasbourg	222		
Royal Bank of Canada, Humboldt	120		
Royal Bank of Canada, Watrous	105		
Conexus Credit Union, Lanigan	103		
Royal Mutual Funds, Watrous	82		
Affinity Credit Union, Nokomis	74		
CIBC, Rostern	48		
Cornerstone Credit Union, Wynyard	7		
Royal Bank of Canada, Lanigan	3		
Other	65		
	44,680		

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Cash and Short-Term Investments – continued

(in thousands of dollars)

Year ended March 31, 2009

	Fair Value	Maturity	Effective Rate
GIC's and term deposits:			
Scotia McLeod – HSBC Bank Canada	105	February 22, 2011	4.30%
Scotia McLeod – B2B Trust Annual Interest	100	April 2, 2012	4.20%
Scotia McLeod – HSBC Bank Canada	98	August 4, 2009	4.85%
Scotia McLeod – Canadian Western Bank	98	August 4, 2009	4.80%
Scotia McLeod – Bank of Nova Scotia	81	September 9, 2009	2.95%
Scotia McLeod – AGF Trust	62	March 12, 2012	4.21%
Scotia McLeod – Bank of Nova Scotia Annual Interest	50	April 2, 2012	4.15%
Scotia McLeod – B2B Trust	43	April 2, 2012	4.20%
Conexus Credit Union, Strasbourg	34	June 30, 2009	2.25%
Affinity Credit Union, Nokomis	12	June 24, 2009	2.25%
Affinity Credit Union, Nokomis	5	June 6, 2009	2.05%
	688		
Bonds and notes:			
BMO Nesbitt Burns – CIBC	2,000	September 9, 2015	3.75%
CIBC Wood Gundy – Alberta Treasury Branches	1,785	June 1, 2011	4.15%
CIBC Wood Gundy – Province of Ontario	1,728	November 19, 2009	4.10%
Scotia McLeod – CIBC	1,047	September 2, 2010	4.95%
Scotia McLeod – Royal Bank of Canada	1,032	June 1, 2014	4.18%
BMO Nesbitt Burns – CIBC	581	September 1, 2009	4.40%
BMO Nesbitt Burns – HSBC Financial Corp.	542	May 3, 2010	4.00%
BMO Nesbitt Burns – Morgan Stanley	454	February 23, 2012	4.50%
Scotia McLeod – Bank of Nova Scotia	327	June 8, 2010	4.93%
Scotia McLeod – Bank of Montreal	318	September 4, 2009	4.30%
CIBC Wood Gundy – Province of Saskatchewan	241	October 10, 2011	4.45%
CIBC Wood Gundy – CPN Province of Ontario	238	December 2, 2012	4.21%
CIBC Wood Gundy – Province of Saskatchewan	217	January 18, 2010	3.31%
BMO Nesbitt Burns – Royal Bank of Canada	210	April 30, 2012	4.58%
Scotia McLeod – Saskatchewan Saving Bond Series 16	206	July 15, 2012	4.20%
Scotia McLeod – Saskatchewan Saving Bond Series 16	206	July 15, 2012	4.20%
BMO Nesbitt Burns – Province of Manitoba	56		
Scotia McLeod – Government of Canada Bond	44	June 1, 2012	5.25%
BMO Nesbitt Burns – RBC Capital Trust	28	December 31, 2015	4.87%
BMO Nesbitt Burns – GE Capital	17	June 6, 2013	5.15%
BMO Nesbitt Burns – National Bank of Canada	17	November 2, 2015	4.70%
BMO Nesbitt Burns – CIBC	15	January 23, 2014	4.95%
BMO Nesbitt Burns – Toronto Dominion Bank	13	December 18, 2017	5.76%
	11,322		
Money Market			
RBC Dominion Securities	10,000		
Scotia McLeod	1		
	10,001		
Equity, shares, dividends:			
Co-op and Credit Union equity	29		
Total unrestricted cash and short-term investments	\$ 66,720		
Total restricted and unrestricted cash and short-term investments	\$ 136,172		

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Externally Restricted Funds
(in thousands of dollars)

Year ended March 31, 2009

Community Trust Fund Equity

Trust name	Balance beginning of year	Investment income	Donations	Expenses	Transfers	Balance end of year
Rosthern Home Care Trust	\$ 66	\$ 1	\$ -	\$ -	\$ -	\$ 67
Central Parkland Lodge	31	1	-	-	(8)	24
Last Mountain Pioneer Home	18	-	-	-	-	18
Nokomis Health Centre - clinic	10	-	-	-	-	10
Nokomis Health Centre - physician	44	1	-	-	-	45
Living Sky Home Care Trust	17	-	-	-	-	17
	\$ 186	\$ 3	\$ -	\$ -	\$ (8)	\$ 181

Capital Fund

	Balance beginning of year	Investment and other income	Capital grant funding	Expenses	Interfund transfers	Balance end of year
MRI relocation	\$ 9,233	\$ -	\$ -	\$ -	\$(4,931)	\$ 4,302
Diagnostic imaging equipment	2,039	-	1,468	-	(2,039)	1,468
Humboldt Hospital	2,665	-	10,542	-	(10,542)	2,665
Calder Centre renovations	2,200	-	-	-	(17)	2,183
Safety and surgical equipment	4,061	-	2,599	-	(6,624)	36
CT scanner - Saskatoon City Hospital	1,600	-	-	-	(1,245)	355
Fire alarm replacement - St. Paul's	1,353	-	-	-	(1,353)	-
Federal patient wait time guarantee	4,200	-	-	-	(958)	3,242
Infrastructure Funding	-	-	31,000	-	(2,239)	28,761
Manitou Lodge Replacement	-	-	8,900	-	-	8,900
Medical Equipment	-	-	13,760	-	(3,744)	10,016
Other	495	20,174	16,443	(5,258)	(35,180)	(3,326)
	\$ 27,846	\$ 20,174	\$ 84,712	\$ (5,258)	\$(68,872)	\$ 58,602

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Internally Restricted Fund Balances
(in thousands of dollars)

Year ended March 31, 2009, with comparative figures for 2008

	Balance, beginning of year	Investment income allocated	Transfer from Unrestricted Fund Annual Allocation	Transfer to Unrestricted Fund Expenses	Transfer to Investment in Capital Asset Fund Balance	Balance, end of year
Pleasant View Care Home	\$ 80	\$ 1	\$ -	\$ -	\$ -	81
Total	\$ 80	\$ 1	\$ -	\$ -	\$ -	81

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Board Remuneration, Benefits and Allowances

Year ended March 31, 2009, with comparative figures for 2008

Board members	Retainer	Per diems	Travel time expenses	Travel and sustenance expenses	Other expenses	CPP	Total 2009	Total 2008
Chairperson:								
Eberle, Darlene	\$ 8,448	\$ 12,005	\$ 11,998	\$ 2,318	\$ 676	\$ 1,142	\$ 36,587	\$ 43,208
Rhode, Jim (effective February 6, 2009)	1,512	2,006	383	—	40	155	4,096	—
Board Members:								
Ahenakew, Audrey	—	3,275	254	82	200	57	3,868	5,894
Block, Kelly	—	1,962	380	369	100	42	2,853	9,623
Braun, Eric	—	—	—	—	—	—	—	5,388
Finnie, Douglas	—	4,062	333	178	385	82	5,040	6,537
Gammel, Marjory	—	4,612	75	184	180	—	5,051	7,085
Larocque, Archie	—	4,937	451	453	180	111	6,132	6,206
Mainema, Paul	—	1,700	228	67	200	13	2,208	4,027
Raycroft, Karen	—	4,963	7,650	3,843	200	258	16,914	14,064
Teichrob, Carol	—	5,938	455	1,655	200	—	8,248	7,241
Thomson, Keith	—	1,938	48	—	200	12	2,198	4,156
Tokarski, Steven	—	738	885	264	220	—	2,107	2,543
Board Members (effective February 6, 2009):								
Beaudin, Gary	—	737	—	24	40	8	809	—
Christensen, Colleen	—	813	—	43	40	22	918	—
Donauer, Randy	—	275	—	10	40	—	325	—
Finnie, Douglas	—	1,150	—	54	40	36	1,280	—
Huckle, Ross	—	1,025	—	40	40	33	1,138	—
Lukowich, Frank	—	787	—	—	40	20	847	—
Ravis, Don	—	—	—	—	—	—	—	—
Scott, Marilyn	—	450	256	117	20	13	856	—
Stensrud, Mike	—	600	—	8	20	15	643	—
Swiderski, Darcy	—	975	937	824	54	38	2,828	—
Teichrob, Carol	—	1,050	—	54	20	—	1,124	—
Total	\$ 9,960	\$ 55,998	\$ 24,333	\$ 10,587	\$ 3,135	\$ 2,057	\$ 106,070	\$ 115,972

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Senior Management Salaries, Benefits, Allowances and Severance

Year ended March 31, 2009, with comparative figures for 2008

	Salaries ⁽¹⁾	Benefits and allowances ⁽²⁾	Severance	Total 2009	Salaries benefits and allowances	Total 2008
CEO						
President and CEO, Maura Davies	\$ 301,446	\$ 7,866	\$ -	\$ 309,312	\$ 308,305	\$ 308,305
CEO, St. Paul's Hospital, Brenda Fitzgerald ⁽³⁾ (ending December 12, 2008)	207,755	5,835	-	213,590	188,021	188,021
CEO, St. Paul's Hospital, Jean Morrison ⁽³⁾ (effective February 15, 2009)	29,962	756	-	30,718	-	-
Senior positions:						
Vice-President Acute Care:						
Jackie Mann, Vice-President Acute Care (effective April 10, 2007)	163,459	6,066	-	169,525	154,072	154,072
Dr. Femi Olatunbosun, Vice President Acute Care Physician Co-Leader (ending June 30, 2008)	24,000	-	-	24,000	72,000	72,000
Jackie Mann, Executive Director Acute Care (ending April 9, 2007)	-	-	-	-	3,100	3,100
Lorna Clarke, Executive Director Acute Care (ending April 9, 2007)	-	-	-	-	3,376	3,376
	187,459	6,066	-	193,525	232,548	232,548
Chief Medical Health Officer, Dr. Cordell Neudorf	236,131	6,066	-	242,197	231,912	231,912
Vice-President Performance Excellence and Chief Nursing Officer, Jean Morrison (ending February 14, 2009)	164,074	5,310	-	169,384	201,168	201,168
Vice-President Medical Affairs, Dr. David Poulin	232,650	6,066	-	238,716	200,718	200,718
Vice-President Finance and Administration, Deborah Rhodes	179,973	6,066	-	186,039	188,544	188,544
Vice-President Clinical and Operations Support, Sandra Blevins	170,107	6,066	-	176,173	184,282	184,282
Vice-President Community Services, Shan Landry	170,097	6,066	-	176,163	161,336	161,336
Vice-President People Strategies:						
Bonnie Blakley, Vice-President People Strategies (effective September 4, 2007)	170,099	6,066	-	176,165	94,077	94,077
Shelley Chirpilo, Interim Vice-President Human Resources (ending September 3, 2007)	-	-	-	-	56,846	56,846
	170,099	6,066	-	176,165	150,923	150,923

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Senior Management Salaries, Benefits, Allowances and Severance - continued

Year ended March 31, 2009, with comparative figures for 2008

	Salaries ⁽¹⁾	Benefits and allowances ⁽²⁾	Severance	Total 2009	Salaries benefits and allowances	Total 2008
Vice-President Corporate and Public Affairs, Daryl Oshaneck	135,911	6,066	-	141,977	138,030	138,030
Vice President Research and Innovation, Dr. Beth Horsburgh (effective July 1, 2007)	130,000	-	-	130,000	97,500	97,500
Interim Chief of Staff, Dr. Femi Olatunbosun (June 27, 2006 to June 24, 2007)	-	-	-	-	24,000	24,000
Total	\$ 2,315,664	\$ 68,295	\$ -	\$ 2,383,959	\$ 2,307,287	\$ 2,307,287

(1) Salaries include regular base pay, honoraria, sick leave, vacation leave, merit pay, lump sum payments and any other direct cash remuneration.

(2) Benefits and allowances include the employer's share of car allowance and Group Life Insurance that are taxable to the employee.

(3) This position is an employee of St. Paul's Hospital. St. Paul's Hospital is responsible for a number of care groups on behalf of the Saskatoon Regional Health Authority.

